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Equal Employment Opportunity

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The Municipality of
Metropolitan Toronto

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May 21, 1985

To: **Management Sub-Committee**

From: **Director, Equal Employment Opportunity**

Re: **Equal Employment Opportunity First Report**

METROPOLITAN
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The true measure of employment equity is equality of results.

Management initiatives that enhance employment equity will result in benefits to the entire Metropolitan workforce.

This First Report sets out the results of an audit and analysis of the Metropolitan Toronto workforce.

The focus of Metropolitan Toronto's Equal Employment initiatives is the development of good employment practices. It is a fundamental premise of this Report that the introduction of E.E.O. management principles into any workplace can be demonstrated to be consistent with sound business practice.

Belinda H. Morin
Director, Equal Employment Opportunity

Sylvia Halliday
Senior Research Officer

/lmn

EQUAL EMPLOYMENT OPPORTUNITY: FIRST REPORT

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EXECUTIVE SUMMARY AND RECOMMENDATIONS

THE METROPOLITAN WORKFORCE

Since 1977, the Metropolitan permanent workforce has grown by 14.5%. In this same period, there has been phenomenal growth (492%) in temporary and part-time employment. Currently, 27% of the workforce is employed on a part-time or temporary basis.

The majority of the workforce growth has been in Metropolitan Toronto's largest Department, Community Services, and within that Department, in entry-level and casual jobs.

The target groups — women, visible minorities, and youth — are disproportionately concentrated within this narrow range of positions.

Segments of the Metropolitan workforce may be said to be occupationally segregated on the basis of sex. Sixty per cent (60%) of all female employees work in 5 entry-level positions: Nursing Attendant, Clerk Grade 3, Dietary Aide Grade 2, Registered Nurse, and Welfare Visitor Grade 1.

Entry by women into Management classifications has increased, largely because management growth has primarily been in the Community Services Department where women have traditionally been employed.

While the representation of visible minorities (19%) in the Metropolitan workforce exceeds current estimates of their representation in Metropolitan Toronto's population, visible minority employees are concentrated in one Department of the Corporation in five classifications. One-third of visible minority employees are employed as Nursing Attendants.

While visible minority males are under-represented, they are not occupationally segregated. Visible minority males, similar to male employees generally, are employed in positions across all Departments at all levels.

Young people, aged 15 to 24, are under-represented in the Metropolitan workforce (11%) as compared with their availability (22%) in the Ontario labour force. Youth are concentrated in one Department (Community Services) in a limited range of entry-level positions.

Metropolitan Toronto continues to hire disabled persons into positions in all Departments and at all levels of the Corporation. Disabled persons remain under-represented in the total Corporate workforce.

METROPOLITAN EMPLOYMENT SYSTEMS

In general, the recruitment, training, and promotional systems reflect and replicate the traditional patterns of occupational segregation identified in the workforce audit.

However, there are positive indications that women and visible minorities are participating in opportunities to advance themselves.

The audit suggests that Corporate training could be modified to enhance the opportunities of women and visible minorities for advancement into positions where they are currently not represented.

While promotions follow traditional patterns, i.e., females win promotions within Departments and in positions traditionally dominated by females, when they enter promotional competitions, females are successful in obtaining promotions at a higher rate than they apply.

Females earn, on average, 79% of males' average salaries. A portion of the wage gap is directly attributable to the positions in which females are employed. However, there is a pattern of wage disparity that requires further examination.

COMMENT:

The movement to full employment equity will be gradual and long-term.

As a result of the workforce audit and analysis, the Metropolitan Corporation is now in a position to strategically address a number of areas as part of overall Corporate strategy. Corporate initiatives are already underway and others are addressed in recommendations contained in the Personnel Action Plan submitted by the Commissioner of Personnel.

It is clearly desirable to continue to collect information about the Metropolitan workforce and to monitor the progress of the target groups of women, visible minorities, disabled persons, and youth at all levels of the organization. In order to do this more effectively, it will be important to collect, at the pre-employment stage, the same information now collected post-employment.

Departmental re-organizations are opportunities to explore possibilities that may exist to modify or re-align some of the occupational segregation identified in the audit. Organizational changes and staffing policies commit the Municipality to specific results for an extended period of time. It is important that such changes be considered in the light of their implications for women, visible minorities, the disabled, and youth.

The area of employment equity that will receive immediate attention is compensation. Employers may expect that their compensation systems will be challenged. Considerations of "equal work for equal value" will create pressure for formal job evaluation systems to be put in place. Not only will job evaluation be required, but the system of evaluation will have to be defensible and capable of withstanding a challenge of constructive discrimination.

Metropolitan Toronto's workforce has been shown to be occupationally segregated. A number of measures will be necessary to achieve change.

The Personnel Department is prepared to initiate outreach recruitment. A first step will be to remove barriers that may exist in job qualifications and, second, to work with operating Departments to identify what positions are available and afford the greatest area of opportunity.

It is important to diminish the opportunity for bias that is available when many promotional decisions are made in a large and diverse organization. The E.E.O. office is in the position to assist in the development and maintenance of uniform promotional standards. If managers who make expensive hiring decisions on the Corporation's behalf are trained in bias-free interview methodology, the Corporation can become much more self-directing. Accountability for E.E.O. practice will then rest with line managers, where it most properly belongs.

The following, in conjunction with a number of complementary actions already underway or recommended by the Commissioner of Personnel, will position Metropolitan Toronto on a firm path to employment equity.

It is therefore recommended that:

1. the E.E.O. Office continue to audit the Metropolitan workforce and employment systems and recommend to appropriate Department Heads and Council those changes to policy and procedures required to achieve employment equity;

2. an exemption be sought from the Ontario Human Rights Commission to permit pre-employment data on the grounds of sex, age, race, and disability to be collected for the purpose of advancing employment equity;

3. the Personnel Department consult with the E.E.O. Office prior to making final recommendations in conjunction with any proposals for organizational changes and changes to staffing policies. A statement of the implications of the organizational change as it impacts E.E.O. considerations should be included in the report of the Commissioner of Personnel;

4. relative to the review and development of a formal job evaluation system for management which will shortly be recommended by the Personnel Department, the E.E.O. Office assist in evaluating the system selected to determine if it is capable of withstanding a challenge of constructive discrimination;

5. all occupationally segregated position classifications be reviewed by the E.E.O. Office for the existence of qualifications that may have an adverse impact on any prohibited ground of discrimination as provided in the *Ontario Human Rights Code* and the appropriate advice be given to the Personnel Department;

6. the Operating Departments, with the assistance of the Personnel Department and the E.E.O. Office, identify those positions that would most appropriately lend themselves to outreach recruitment;

7. the E.E.O. Office monitor promotional competitions on a selected basis and advise the Personnel Department of any problems which require attention; and

8. an interview selection training program be developed for all staff who make hiring decisions.

MOVING TOWARD EMPLOYMENT EQUITY

The employment equity trend line is moving in the direction of increased regulation, control, and enforcement.

Employers must actively pursue specific strategies that address inequities in the workplace.

Public sector organizations may expect to be held to a higher level of conduct and scrutiny than they have been accustomed to in the past, particularly by constituent groups of women, minorities, and disabled persons.

LEGISLATION

- There are a number of laws that either directly or indirectly legislate some aspect of employment equity. With the enactment of *The Constitution Act 1982* and the coming into effect April 17, 1985 of Section 15 of *The Charter of Rights and Freedoms*, Canadians now have the benefit of entrenched Equality Rights. (Appendix A)

- These equality rights prevent Federal and Provincial governments and those acting under their legislative authority, including municipalities, from passing laws or carrying out legislatively mandated functions in a way which has an unequal impact, unless such impact can be demonstrably justified.

- Section 15 was added to the original Charter draft document after intensive lobbying by women, visible minorities, disabled persons, and native people who saw themselves to be disadvantaged by existing laws.

- Disadvantaged groups want a rigorous scrutiny of laws that, while not necessarily discriminatory on their face, produce or result in unequal treatment.

- Under both the Charter[1] and the *Ontario Human Rights Code, 1981*[2] Metropolitan Toronto may expect an even stricter standard of review of employer action, not only for inequality of treatment, but inequality of results.

- *The Charter of Rights and Freedoms* and the Ontario Code permit affirmative action to redress past discrimination.

- In a precedent setting ruling, a Canadian Human Rights Tribunal recently ordered mandatory affirmative action and imposed quotas in remedying a finding of systemic discrimination by the CNR. [3]

- In Ontario, under the previous Human Rights Legislation which was much less broad than the present Code, the Liquor Control Board of Ontario was ordered to introduce a mandatory hiring program for women and to have it monitored by the Ministry of Labour for one year.[4] The disadvantaged target groups will continue to press forward from these successes.

- As a result of the Abella Commission on Equality in Employment, October 1984, the Federal Government has announced its intention to require Crown Corporations and federally regulated institutions to collect information and report their personnel transactions to Parliament.

- In Ontario, the Women's Directorate, Ministry of Municipal Affairs and Housing, is now requesting municipalities, including Police and Fire Departments, to report their workforce composition and earnings of women. Metropolitan Toronto is well advanced in this process, including in its audit not only women but also data on visible minority persons, the disabled, and youth.

- It is anticipated that Ontario will move to amend the Equal Pay Provisions of the *Employment Standards Act* in such a manner as to move closer to an "equal value" concept. Amendments would result in significant changes to the way in which employers determine compensation. Employers may be obliged to introduce job evaluation.

— It is also anticipated that direct and indirect forms of pregnancy discrimination will also be the subject of major reforms in employment legislation.

DEMOGRAPHICS

Women, visible minorities (including native people), and the disabled are the key groups within the workforce which will continue to exert pressure for wide-ranging political, economic, and social change. These "target groups" now account for approximately 60% of Canada's total population.[5]

Population and labour force demographics indicate that:

— Women are projected to account for 65% of labour force growth through the decade.[6]

— In 1981, non-Europeans constituted 32.1% of Canada's immigrant population. Increased participation of visible minorities (both Canadians and recent immigrants) will lead to demands for a more equitable distribution of visible minorities within the workforce.[7]

— The age structure of the Toronto ethnic population versus that of the total Toronto population of working age indicates that visible minority youth will constitute an increasing proportion of the labour force.[8]

— The Canada Health Survey, conducted during 1978 to 1979, determined that of 2.6 million non-institutionalized disabled persons in Canada, approximately 1.7 million are of working age.[9]

— No figures are available on the numbers of disabled in the Canadian labour force, but unemployment is estimated at 50% or more.[10]

IDENTIFICATION AND MEASUREMENT OF EMPLOYMENT EQUITY

Historically, the measurement of employment equity in the U.S.A. and, more recently, in Canadian jurisdictions, has been purely numerical. In this approach, discrimination may be inferred when the internal workforce of a particular organization does not accurately reflect the mix of available workers in the surrounding labour force.

Initially, employment equity was defined only as an issue of equal access to opportunity for employment. As a consequence, the measurement of employment equity was restricted to numerical comparisons between the external and internal workforce. The assumption behind such external-to-internal comparisons was that equal access existed when internal employment patterns replicated external ones.

The measurement of employment equity is now changing in emphasis from **equal access** to **equal participation and distribution through all segments and all levels of a workforce.** Increasing attention is being directed to tracking the internal progress of target groups within an organization through statistical monitoring and analysis of internal employment systems.

Employment equity may be measured in three ways:

— by representation rates;
— by distribution rates; and
— by adverse or disparate impact.

In order to put current representation and distribution rates into context, one must first examine the structure of the Corporate workforce and the pattern of its growth.

METROPOLITAN WORKFORCE AUDIT AND ANALYSIS

Data in this section of the report, with the exception of visible minority data, was derived from Metro's computerized payroll system.* All data is based on the number of people still employed at year-end. Data does not include those persons who were employed by the Corporation for some portion of a particular year but were terminated prior to the last day of the last full pay period in that year. The data is therefore a "snapshot" of the workforce on one particular day of the year.

All year-end totals include permanent, temporary, and casual staff. It was decided to include non-permanent staff in all classifications because temporary and casual employees fill regular or "establishment" positions, albeit on a non-permanent basis. Non-permanent staff currently account for 27% of the Metropolitan Corporation's total workforce and therefore must be included in any analysis of the way in which the Corporation is resourced.

GROWTH AND COMPOSITION OF THE CORPORATE WORKFORCE

The Metropolitan Corporation has a history of continual growth and change. When the Corporation was first established in 1953, it had 1,126 employees and its initial tasks were the building and maintenance of roads, the provision of sewers, water purification systems, unified refuse disposal services, and other "hard" services.

Overall growth rates were high through the 1960's and 1970's. In 1962, Metropolitan Toronto had a workforce of 3,367 employees which, by 1977, had grown to 6,313 employees. As of December 18, 1984, the Corporation had 6,746 permanent and 2,481 part-time and casual employees for a total workforce of 9,227 employees. Figure 1 shows the actual growth of the Corporation's workforce.

Between 1977 and 1984, the Metropolitan workforce experienced a net growth of 46%. The pattern of growth has been as follows:

- Over 70% of growth in the Metropolitan workforce has been in part-time and temporary employment. The permanent service has grown by only 14.5% since 1977, while the non-permanent workforce has grown by 492%. Figure 2 shows percentage net growth in the Metropolitan workforce by employment status.

- Currently, 27% of the workforce is employed on a part-time or temporary basis. (Figure 3)

- Since 1980, 66% of the net growth in the Metropolitan workforce has been in the Community Services Department. At the end of 1984, approximately 56% of all Metropolitan employees worked in the Community Services Department. (Figure 4)

- Sixty percent (60%) of total workforce growth since 1977 has been in Local 79 positions, 25% in Local 43 positions, and 10% in management positions. Non-union casual positions, excluded clerical positions, and casual trades positions account for the remaining 5%. (Figure 5)

- Currently, Local 79 comprises approximately 60% of the Corporate workforce; Local 43 accounts for 27%; and Management approximately 11% of the workforce. (Figure 6)

The phenomenal growth of part-time and temporary employment opportunities at Metro since 1977 is similar to overall labour force growth patterns in the 1970's in that these part-time jobs have primarily been in the "white collar" service sector at entry level. These jobs have been filled overwhelmingly by women and visible minorities.

*All E.E.O. data is stored separately from other Corporate systems, with access to the database confined to E.E.O. personnel and legal counsel.

FIGURE 1: ACTUAL GROWTH OF THE CORPORATE WORKFORCE (1954 - 1984)

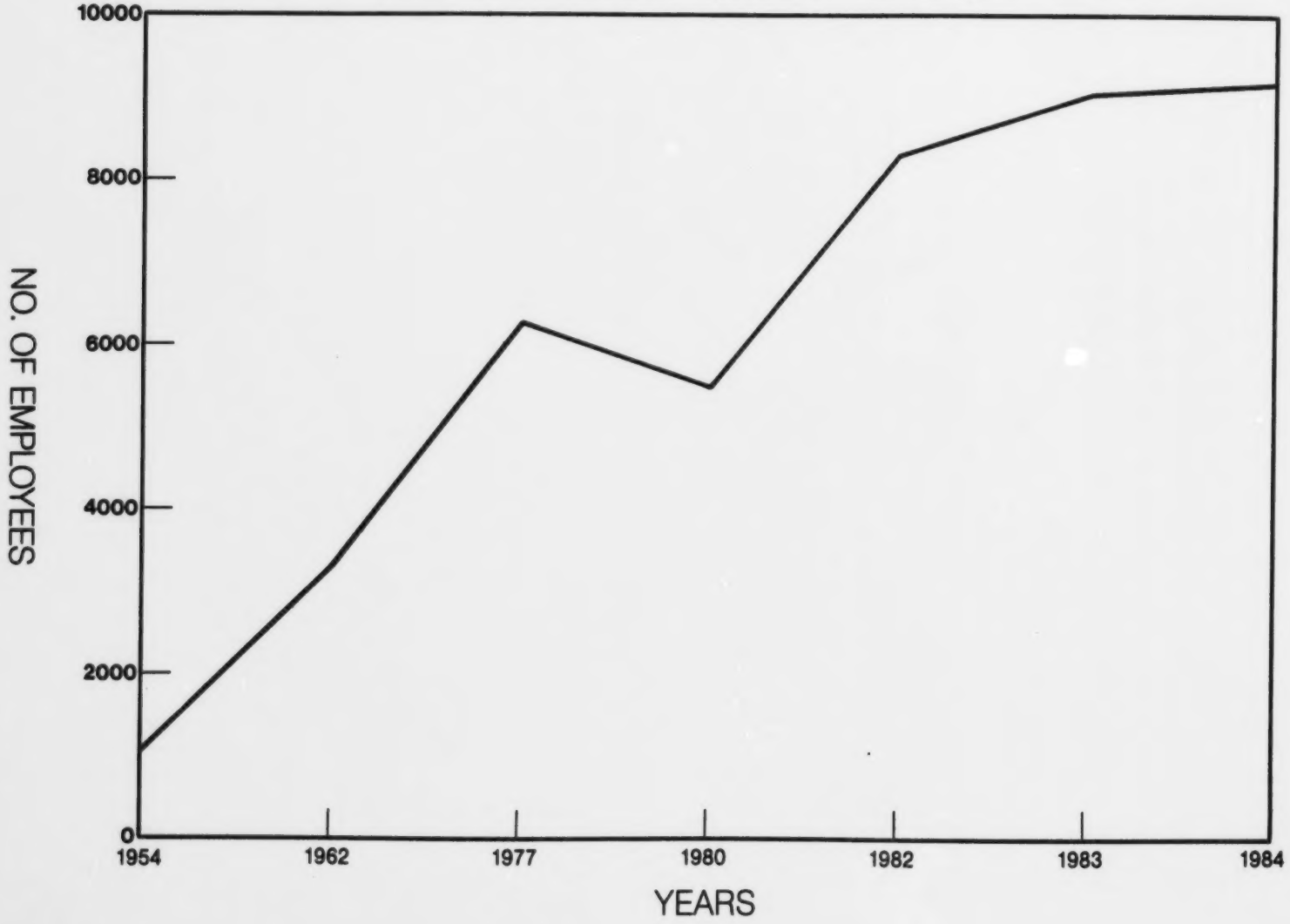


FIGURE 2: PERCENTAGE NET GROWTH BY EMPLOYMENT STATUS (1977 - 1984)

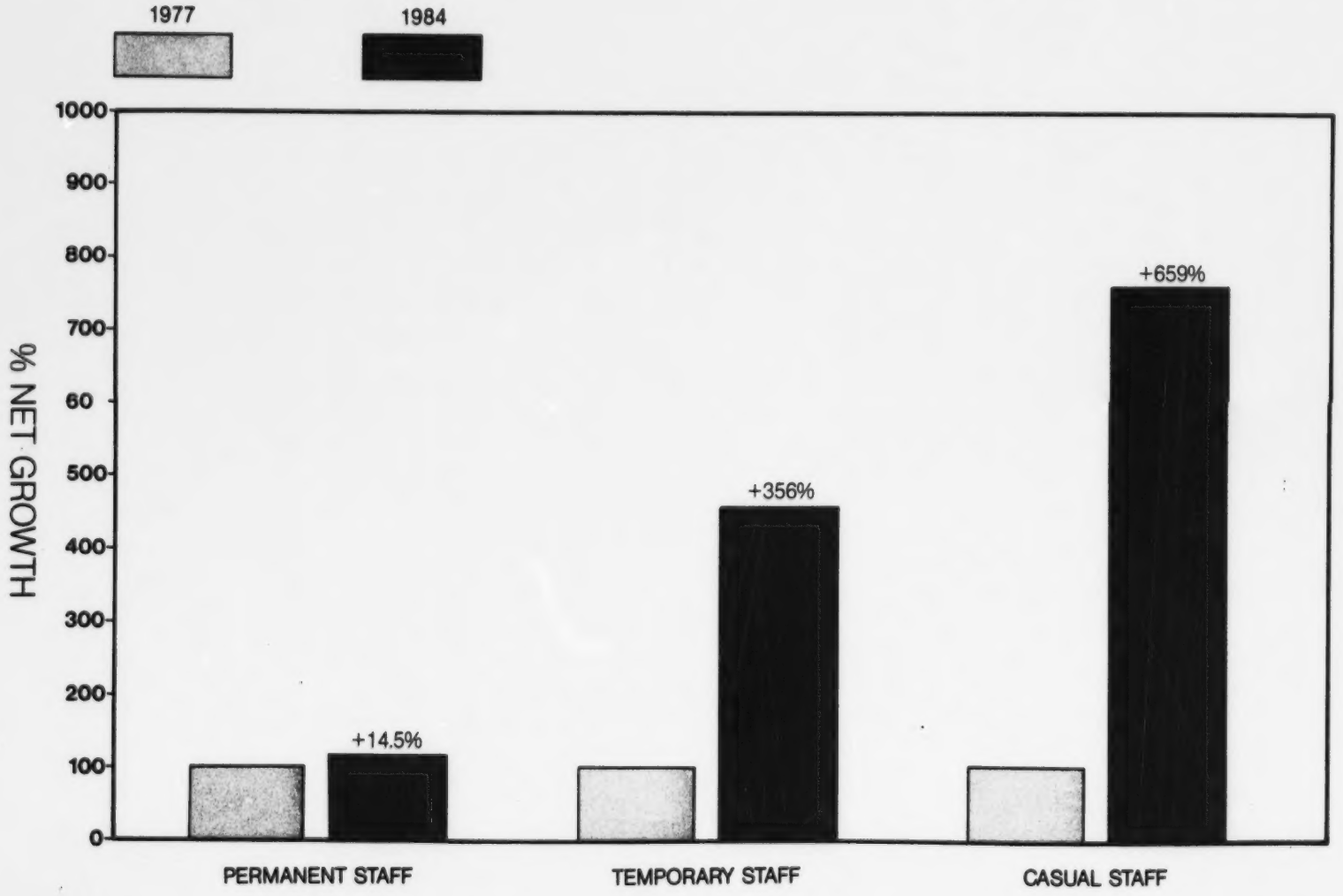
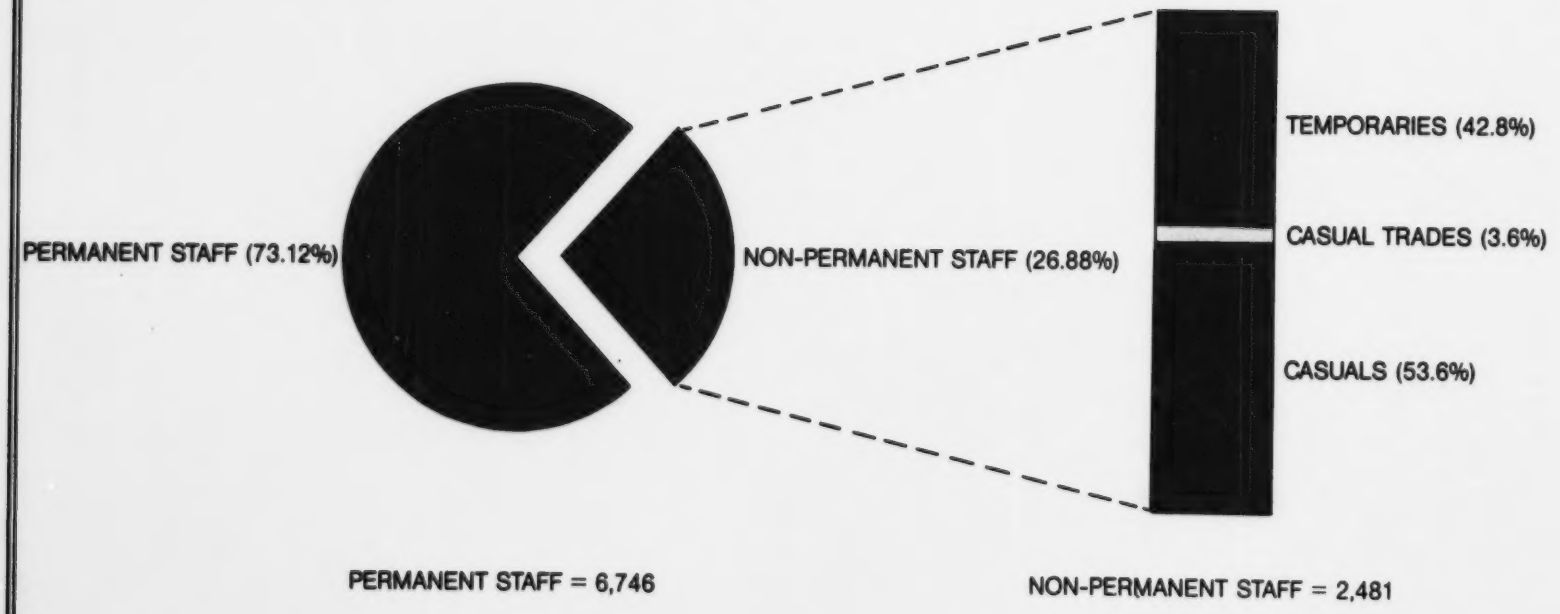


FIGURE 3: DISTRIBUTION OF THE CORPORATE WORKFORCE BY EMPLOYMENT STATUS (1984)



TOTAL CORPORATE WORKFORCE = 9,227

FIGURE 4: DISTRIBUTION OF THE CORPORATE WORKFORCE BY DEPARTMENT (1984)

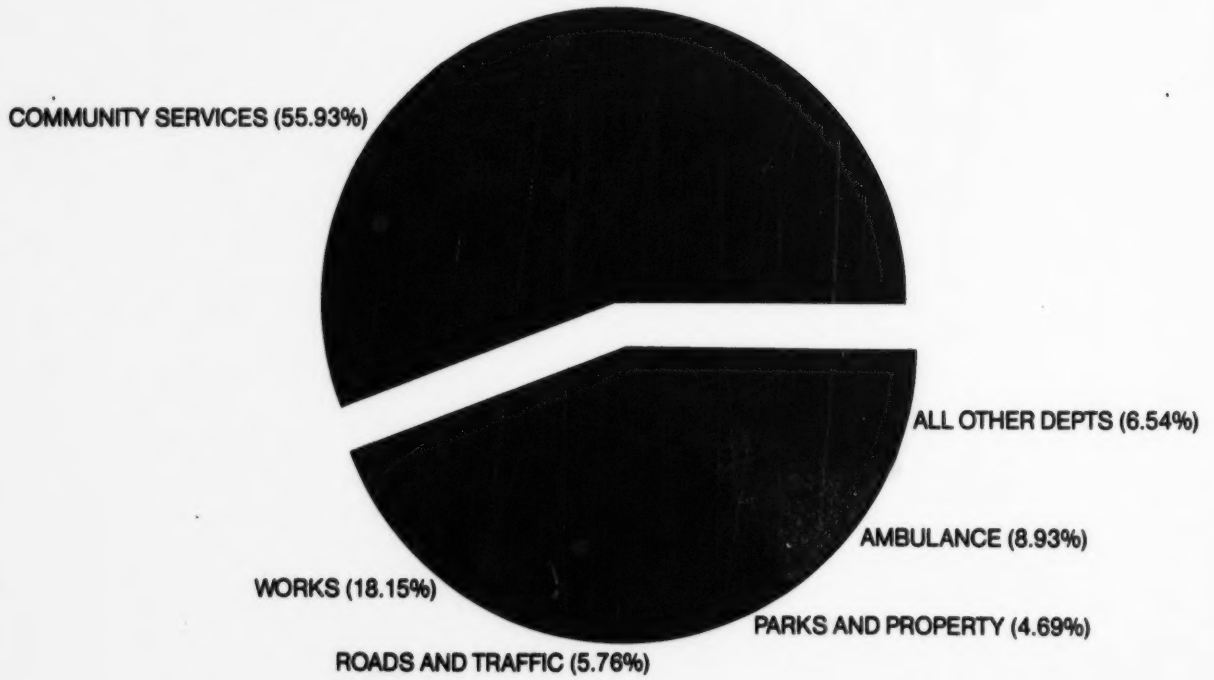
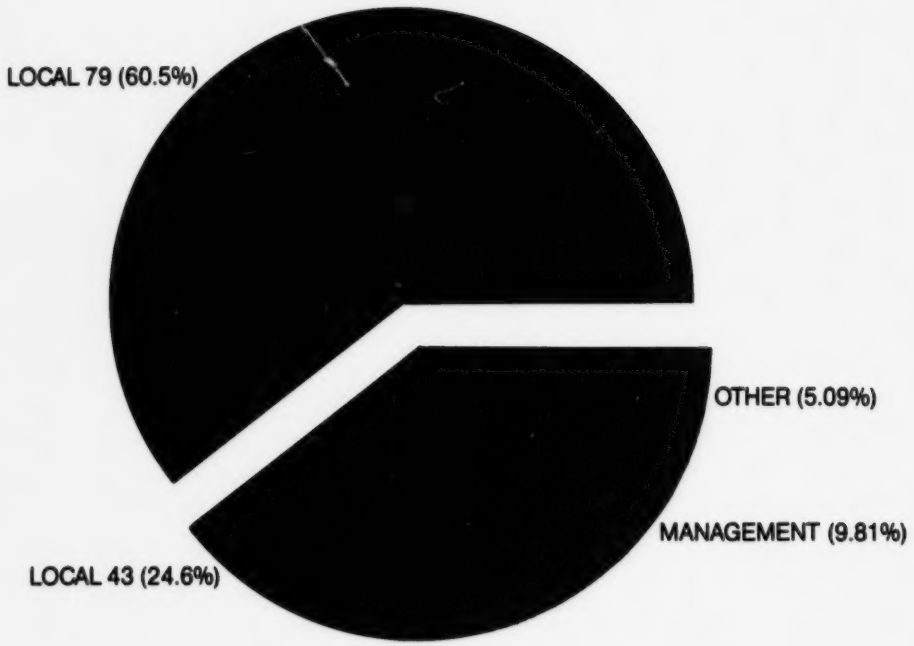
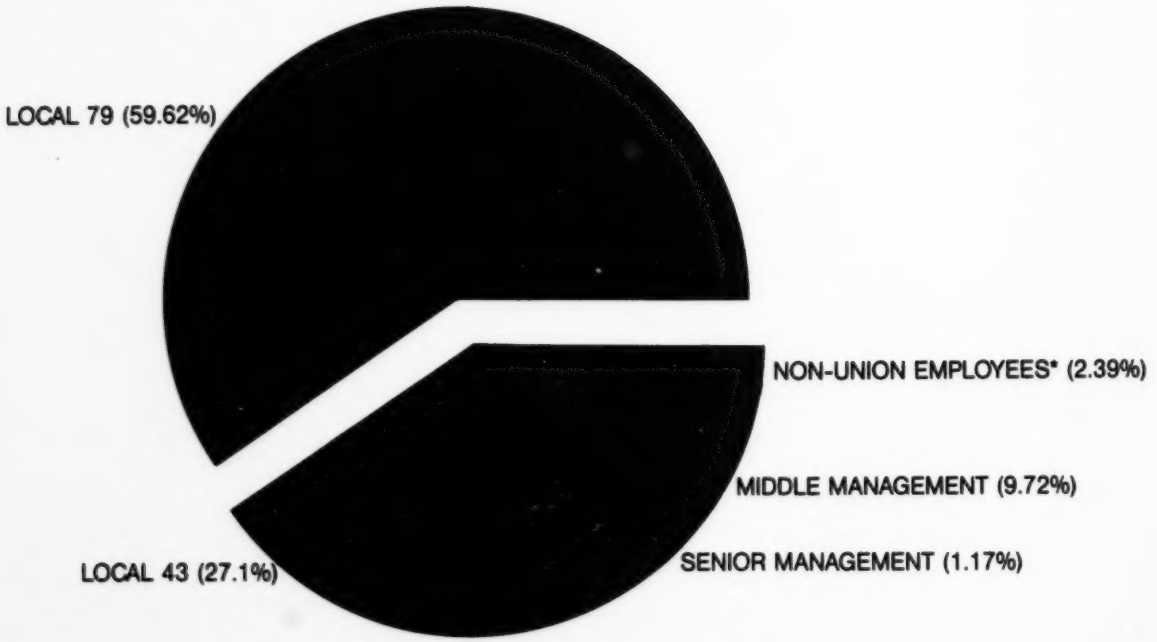


FIGURE 5: SHARE OF TOTAL GROWTH BY SALARY GROUP (1977 - 1984)



TOTAL GROWTH = 2,914 OR 46% SINCE 1977

FIGURE 6: DISTRIBUTION OF THE CORPORATE WORKFORCE BY SALARY GROUP (1984)



*INCLUDES CASUAL TRADES, EXCLUDED CLERICAL STAFF, AND OTHER NON-UNIONIZED CASUAL EMPLOYEES

REPRESENTATION AND DISTRIBUTION OF TARGET GROUPS

Approximately 51% of the workforce is comprised of women, visible minorities and disabled persons. Figure 7 illustrates the representation of these target groups in the Metropolitan workforce.

These three target groups currently account for 45% of permanent staff, 56% of temporary staff, and 79% of casual staff. (Figure 8)

Representation and Distribution of Women

- Women currently represent 46.4% of the Corporate workforce. This is an overall increase of 4.3% since 1977 and is 3% higher than the representation of women in the Ontario labour force.

- Since 1980, the number of jobs held by women has increased by 1,993, accounting for 54% of net growth in the Corporate workforce. Sixty-six per cent (66%) of the net growth in women's employment has been in the casual and temporary service.

- Notwithstanding the increased representation of women in the Metropolitan workforce, and their substantial share of the overall growth, women's share of permanent jobs has not increased since 1977. (Figure 9)

- In 1977, 91% of women and 95% of men were permanent employees. By 1984, this figure had dropped to 63% for women and 82% for men. (Figure 10)

Distribution By Department

- Since 1980, 66% of the net growth of the Metropolitan workforce has been in Community Services. Women filled 72% of the net available jobs in this Department. In all other Departments, women filled only 17% of the net available jobs since 1980.

- Currently, 87.5% of all female Metropolitan employees work in Community Services and 6% work in "staff" Departments such as Treasury, Management Services, and Personnel. Of the remaining pool of female employees, 230 fill technical, clerical, or office support functions in the "hard" service Departments, i.e., Roads and Traffic, Works, Parks and Property, and Ambulance Services. (Figure 11 shows the distribution of males and females by Department.)

- Thirty-three (33) female employees currently hold non-traditional jobs in Local 43.

Distribution By Position Classification

- Sixty per cent (60%) of all women work in 5 entry-level positions: Nursing Attendant, Clerk Grade 3, Dietary Aide Grade 2, Registered Nurse, and Welfare Visitor Grade 1.

- Female employees are concentrated in 52 positions in which they comprise more than 80% of the incumbents.

- Male employees work in 183 position classifications in which they comprise more than 80% of the incumbents.

- These 235 positions can be said to be disproportionately segregated by sex.

- There are only 51 classifications in which neither females nor males predominate. These "integrated" position classifications cover only 776 female employees (18% of all female employees) and 523 male employees (11% of all males). (See Appendix B for a list of segregated and integrated positions.)

Distribution By Salary Group

- Currently, 90% of all female employees in the Corporation are in union positions in the CUPE Local 79 bargaining unit, and comprise 70% of this local. Males are more evenly distributed throughout all salary groups. Figure 12 shows the distribution of males and females by salary group.

- Women's representation in management has increased since 1980 from approximately 25% to 33%, largely as a result of the significant growth of management in the Community Services Department, which represented 54% of the growth in the Corporation's management group.

- Women filled 167 or 75% of the 224 management positions added since 1980 in this Department. Elsewhere in the Corporation, women filled 22% (27) of the 123 management positions offered.

- Seventy-nine per cent (79%) of all female managers in the Corporation are in the Community Services Department, comprising 65% of the management group in this Department. The remaining 21% of female managers are distributed throughout all other Departments. Conversely, 21% of male managers are located in the Community Services Department, while 79% are distributed throughout the rest of the Corporation.

- Although women now represent 33% of Metro's total management group, they are disproportionately distributed through salary grades. In salary grades below M5, women's representation rises to 42%. At salary grades above M5 (including Senior Management grades), women's representation falls to 14%.

Representation and Distribution of Visible Minorities

With the co-operation of all Metropolitan Departments, visible minority data for Metropolitan employees was collected for the first time in 1983 and updated in 1984. It is permitted by law to collect such post-employment data provided that it is not used for the purpose of making employment-related decisions.

Findings of the visible minority survey are as follows:

- Employees identified as members of visible minority groups comprised 19% of Metro's workforce in 1984, a percentage that is roughly proportionate to the estimated representation of visible minorities in the Metropolitan Toronto population.[11]

- Of visible minority groups, Blacks are most highly represented, comprising 8.8% of Metro's workforce, followed by Asians at 7.5%, and South Asians at 1.7%. Figure 13 shows representation by visible minority status within the Corporate workforce.

- Seventy-three per cent (73%) of all visible minority employees are female, as compared to 40% of all Caucasian employees. Thirty per cent (30%) of all female employees are members of a visible minority group.

- Visible minority males are under-represented in the Metropolitan workforce. They represent 5% of the total Metropolitan workforce. Approximately 10% of all male employees in the Corporation are visible minorities.

- Visible minority employees represent 15% of the permanent workforce, 16% of the temporary workforce, and 37% of the casual workforce.

- Seventy-seven per cent (77%) of Caucasians are on permanent staff, 12% are temporary and 11% are casuals. By comparison, 60% of visible minority employees are permanent, 10% are temporary, and 30% are on casual staff.

Distribution By Department

- Eighty-three per cent (83%) of all visible minority employees work in the Community Services Department, comprising 28% of the Departmental workforce. The remaining 17% of visible minority employees are distributed through all other Departments.

- Ninety-four per cent (94%) of all female visible minority employees work in Community Services. By comparison, 54% of male visible minority employees work in this Department.

- Sixty-nine per cent (69%) of all visible minority employees work in the Homes for the Aged. Of these, 47% work on a casual or temporary basis.

Distribution By Position Classification

- Sixty-one per cent (61%) of all visible minorities are concentrated in five entry-level position classifications. One third of all visible minority employees are in just one position (Nursing Attendant).

TABLE 1

REPRESENTATION AND DISTRIBUTION OF VISIBLE MINORITIES IN SELECTED POSITION CLASSIFICATIONS

	Representation of Visible Minorities in Classification	% of Visible Minority Employees
Nursing Attendant	51%	34
Dietary Aide Grade 2	34%	8
Registered Nurse	44%	7
Welfare Visitor Grade 1	22%	6
Clerk Grade 3	21%	6

These positions account for 30% of all employees in the Corporation.

Distribution By Salary Group

- Eighty-five per cent (85%) of visible minority employees are in Local 79 positions, accounting for 27% of this Local; 8% of visible minority employees are in Local 43 positions, comprising 5.5% of Local 43 staff; and 6.2% of visible minority employees are in Middle and Senior Management positions for a total of 10% of the management group. The remaining 0.8% of visible minority employees are in Excluded Clerical and non-union Casual positions.

Representation and Distribution of Disabled Persons

Since 1981, special efforts have been taken by the Metropolitan Corporation to improve the representation of disabled persons hired into the Metropolitan workforce. By the end of 1984, the Corporation had provided 154 disabled persons with a wide variety of job opportunities.

The E.E.O. Program for the Disabled instituted by the Corporation has four primary thrusts: the funding of an Employee Rehabilitation Program; pro-active hiring of disabled persons into positions within the regular permanent, temporary and casual service; the provision of Internships to provide disabled persons with work experience; and outreach recruitment of disabled university students for summer employment. Detailed results of the program were reported to Council in October, 1983.[12]

Disability is broadly defined in the *Ontario Human Rights Code, 1981*. (*The Charter of Rights and Freedoms* does not define disability.) Employee medicals now conducted do not single out disabilities except where they are directly related to the essential duty requirements of a given position. Therefore, it is impossible to identify the total number of persons in the current Metropolitan workforce who may potentially qualify for the protected status provided under this provision of the Code.

- Table 2 shows the hires, placements, and year-end representation of disabled individuals hired externally into the Corporation from 1981 to 1984. At the end of 1984, there were 12 disabled persons in permanent positions, 13 in temporary positions, and 4 in casual positions for a total of 29. These hires account for 0.3% of the current Metropolitan workforce.

TABLE 2
DISABLED STATISTICS: FOUR-YEAR SUMMARY

	1981 Start-Up Year			1982			1983			1984		
	New Hires	Total Placements	Employed at Year End	New Hires	Total Placements	Employed at Year End	New Hires	Total Placements	Employed at Year End	New Hires	Total Placements	Employed at Year End
Internships	21	24	9	18	22	3	4	7	2	5	7	–
Permanent	–	–	–	*5	5	5	*4	9	9	1 *3	13	12
Temporary	1	3	3	20	33	13	18	32	15	8	28	13
Casual	–	–	–	9	11	4	11	24	5	17	27	4
Summer	–	–	–	11	11	–	6	6	–	4	4	–
Total	**22**	**27**	**12**	**58**	**82**	**25**	**39**	**78**	**27**	**35**	**79**	**29**

*Promoted from Temporary or Casual Service. Not included in Totals for New Hires.

Note: The "Total Placements" column includes employees carried over from previous years, status changes, and individuals filling more than one position over the course of the year.

- Fourteen (14) Internships were provided in 1983 and 1984, down from 46 in 1981 and 1982. Temporary and casual employment, however, increased over 1981 – 1982 rates in 1983 and 1984.

- Table 3 shows the number of Metropolitan employees funded under the Employee Rehabilitation Program in 1983 and 1984. By the end of 1984, this program had returned 66 employees to either their original position, a modified position or an alternate position.

TABLE 3
EMPLOYEE REHABILITATION PROGRAM STATISTICS

Disposition	1983 Number of Employees	1984 Number of Employees
Returned to Original/ Modified Position	18	19
Returned to Alternate Position	18	11
Total Returned to Positions	**36**	**30**
On-the-Job Retraining	20	46
Educational Retraining	4	13
Total Retrained	**24**	**59**

Distribution of Disabled Employees

- Individuals hired under the E.E.O. Disabled Program continue to be placed in a wide variety of positions in all Departments of the Corporation. Table 4 shows 1984 placements by Department and occupations.

TOTAL DISABLED EMPLOYMENT – 1984

TABLE 4 [AT HIGHEST LEVEL OF EMPLOYMENT]

	CLERICAL OCCUPATIONS	TECHNICAL OCCUPATIONS	PROFESSIONAL OCCUPATIONS	SOCIAL SERVICE OCCUPATIONS	MANUAL OCCUPATIONS	SERVICE OCCUPATIONS	TOTALS BY DEPARTMENT
METRO AMBULANCE SERVICES DEPARTMENT	PERMANENT 1						1
METRO AUDIT DEPARTMENT	INTERN 1						1
METRO CHAIRMAN'S OFFICE							
CHIEF ADMINISTRATIVE OFFICER'S DEPARTMENT	STUDENT 1						1
METRO CLERK'S DEPARTMENT							
METRO COMMUNITY SERVICES DEPARTMENT	PERMANENT 3 TEMPORARY 7 CASUAL 1		PERMANENT 2	PERMANENT 2 TEMPORARY 2 CASUAL 1 STUDENT 1		PERMANENT 1 TEMPORARY 1 CASUAL 4 INTERN 3	28
METRO LEGAL DEPARTMENT							1
METRO LICENSING COMMISSION			TEMPORARY 1				
METRO MANAGEMENT SERVICES DEPARTMENT	TEMPORARY 3				TEMPORARY 2		5
METRO PARKS AND PROPERTY DEPARTMENT					TEMPORARY 1	CASUAL 13	14
METRO PERSONNEL DEPARTMENT	STUDENT 1						1
METRO PLANNING DEPARTMENT		TEMPORARY 1 STUDENT 1					2
METRO ROADS AND TRAFFIC DEPARTMENT	PERMANENT 1 TEMPORARY 1	STUDENT 1					3
METRO TREASURY DEPARTMENT							
METRO WORKS DEPARTMENT	PERMANENT 1 TEMPORARY 2	TEMPORARY 1 INTERN 2			PERMANENT 2 TEMPORARY 2		10
TOTALS BY OCCUPATIONAL CATEGORY	24	6	3	6	7	21	67*

INTERNSHIPS	6
TEMPORARY POSITIONS	24
CASUAL POSITIONS	19
PERMANENT POSITIONS	13
SUMMER STUDENT PLACEMENTS	4

*N.B. ONE STUDENT WORKED IN TWO DIFFERENT DEPARTMENTS

- In 1984, the Community Services, Parks and Property, and Works Departments provided 52 of the 67 jobs filled by disabled persons.

- Twelve (12) out of 16 Departments employed at least one disabled person in 1984.

Representation and Distribution of Youth

Given that age is a prohibited ground of discrimination under the *Ontario Human Rights Code 1981* an analysis of the age distribution of the Corporation's workforce was undertaken as part of the workforce audit. Figure 14 illustrates the distribution of the workforce by age group.

The age distribution of the Corporation's workforce roughly parallels that of the general population and of the labour force with one significant exception: the Corporate workforce audit reveals that persons between the ages of 15 to 24 are under-represented in Metro's workforce.

- Persons between the ages of 15 to 24 comprise approximately 22% of Ontario's labour force. In the Metropolitan Region they comprise 20.9% of the labour force.[13] Within the Metropolitan Corporation, this age group accounts for only 11% of the current workforce, and only 13% of the total number of individuals employed over the course of the year, including those employed during the summer months.

- The percentage of youth within the 1984 workforce is the same as it was in 1977. Participation of persons between the ages of 15 to 24 peaked in 1980 at 15% of the workforce but then declined to current levels.

- Sixty-seven per cent (67%) of the 15 to 24 age group are members of target groups, i.e., females (Caucasian and visible minorities), and visible minority males.

Distribution by Employment Status, Department and Position Classification

- Currently, 47% of employees aged 15 to 24 are employed as casuals, 25% are on temporary staff, and 27% are on permanent staff.

- Eighty-one per cent (81%) of all employees aged 15 to 24 work in the Community Services Department. Of those in this age group employed by this Department, 51% are casual employees.

- Sixty-nine per cent (69%) of current employees under 25 work in seven entry-level positions in the Community Services Department.

TABLE 5

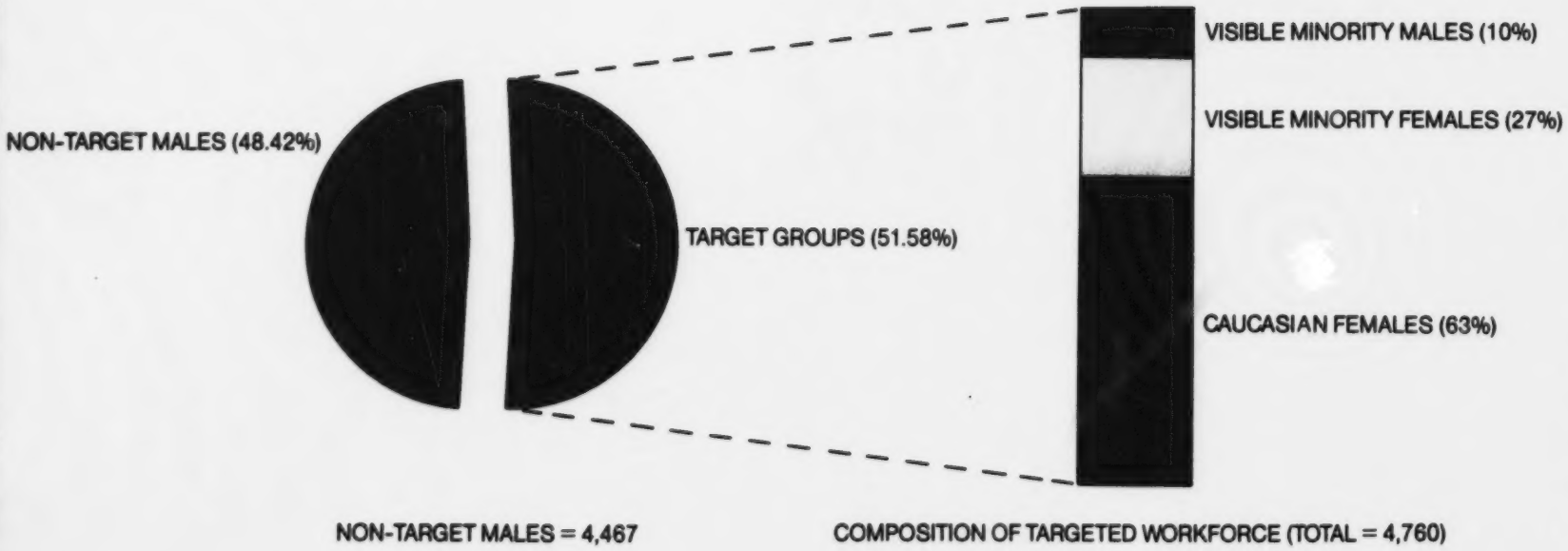
DISTRIBUTION OF YOUTH IN SELECTED POSITION CLASSIFICATIONS

Nursing Attendant	17%
Porter	15%
Dietary Aide Grade 2	14%
Day Care Assistant Grade 2	9%
Day Care & Recreational Assistant	3%
Cleaner Light Duties	3%
Welfare Visitor Grade 1	8%

- An additional 11% of this age group were in entry-level clerical positions, while a further 7% were employed as Ambulance Driver Attendants.

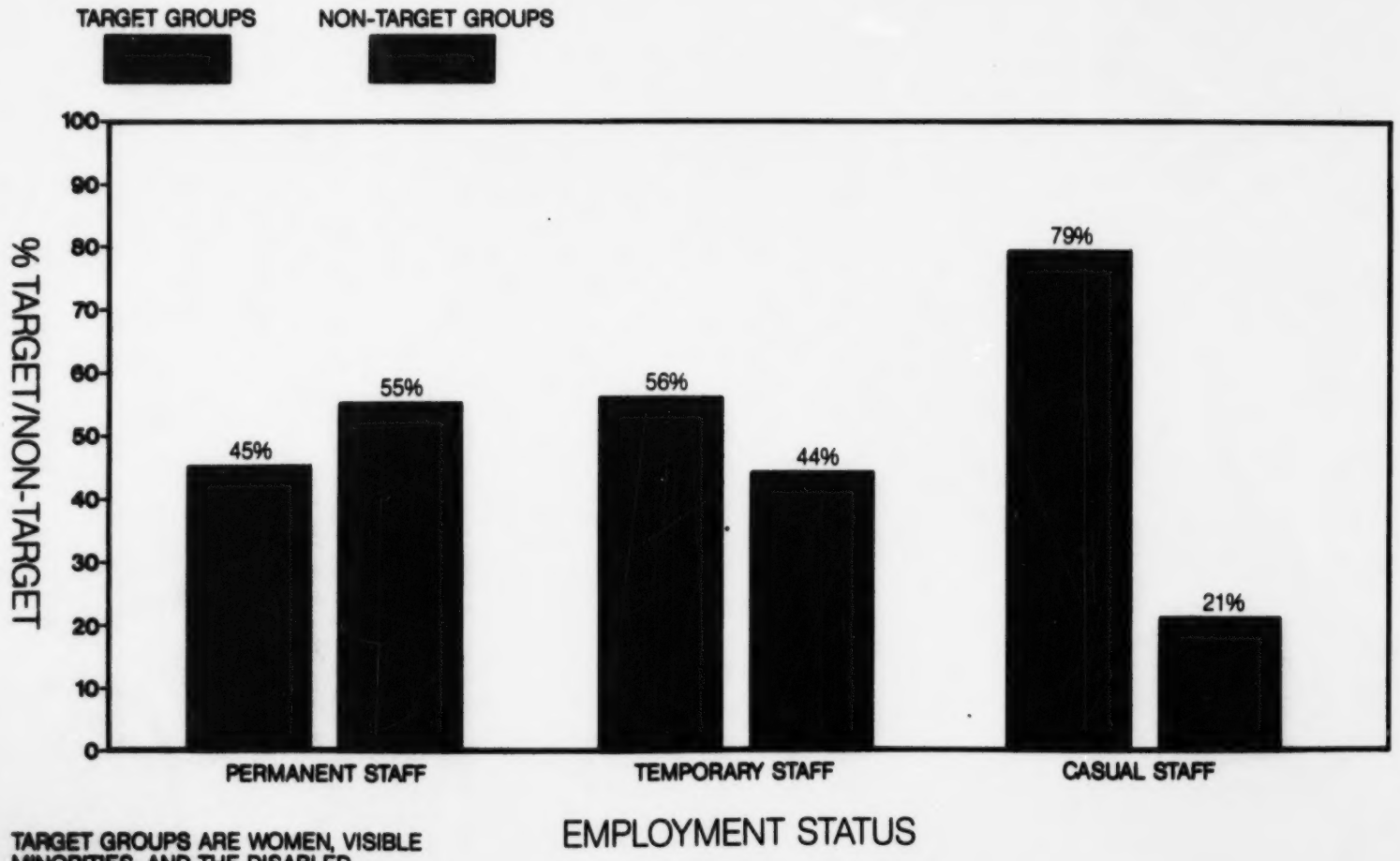
- An examination of 1984 hires shows that the only other positions where youth are employed in significant numbers is in the Labourer classification on a temporary basis.

FIGURE 7: TARGET GROUPS AS A PERCENTAGE OF THE CORPORATE WORKFORCE (1984)


NON-TARGET MALES (48.42%)
TARGET GROUPS (51.58%)
VISIBLE MINORITY MALES (10%)
VISIBLE MINORITY FEMALES (27%)
CAUCASIAN FEMALES (63%)
NON-TARGET MALES = 4,467
COMPOSITION OF TARGETED WORKFORCE (TOTAL = 4,760)

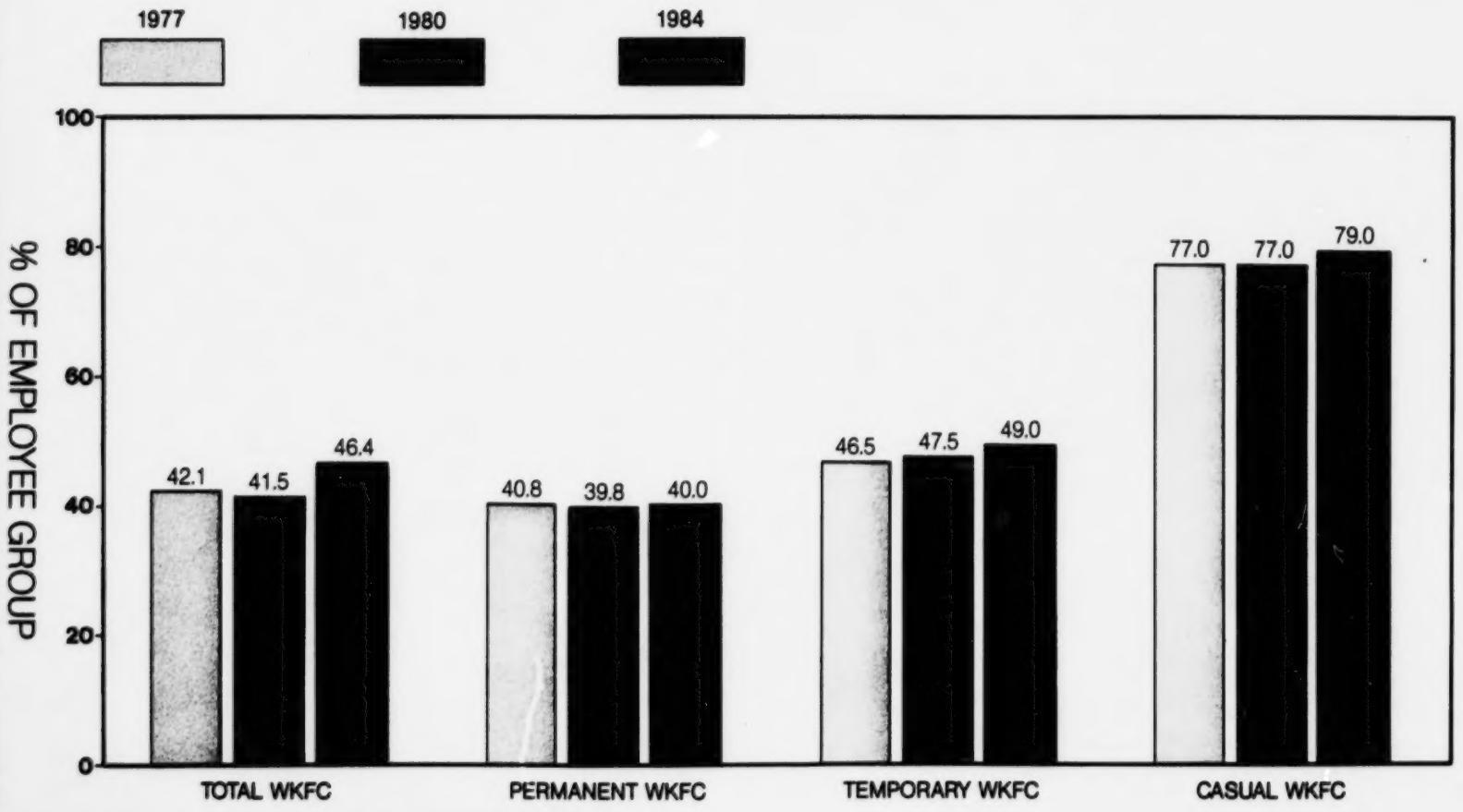
DISABLED EMPLOYEES REPRESENT 0.3% OF TOTAL CORPORATE WORKFORCE. YOUTH REPRESENT 11% OF TOTAL CORPORATE WORKFORCE.

FIGURE 8: REPRESENTATION OF TARGET GROUPS BY EMPLOYMENT STATUS (1984)



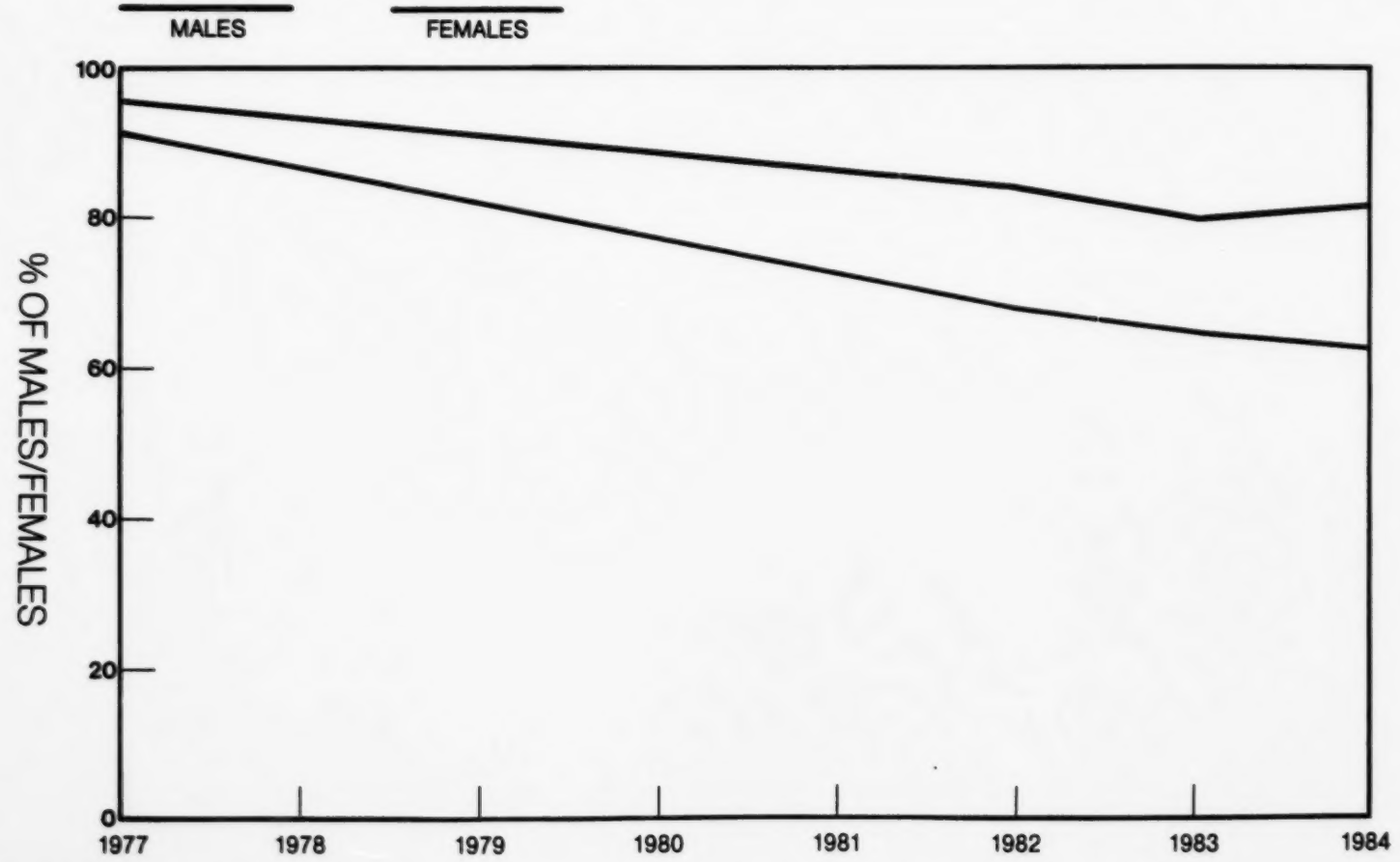
TARGET GROUPS ARE WOMEN, VISIBLE MINORITIES, AND THE DISABLED.

FIGURE 9: REPRESENTATION OF FEMALES IN THE CORPORATE WORKFORCE BY STATUS (1977 - 1984)



NOTE: THERE HAS BEEN NO CHANGE IN THE PERCENTAGE REPRESENTATION OF WOMEN IN THE PERMANENT WKFC SINCE 1977. GAINS ARE IN PART-TIME WORK ONLY.

FIGURE 10: DECLINE IN PERCENTAGE OF MALES AND FEMALES HOLDING PERMANENT JOBS (1977 - 1984)



THE PERCENTAGE OF WOMEN WHO HOLD PERMANENT JOBS HAS DECREASED FROM 91% IN 1977 TO 63% IN 1984.

FIGURE 11: DISTRIBUTION OF MALES AND FEMALES BY DEPARTMENT (1984)

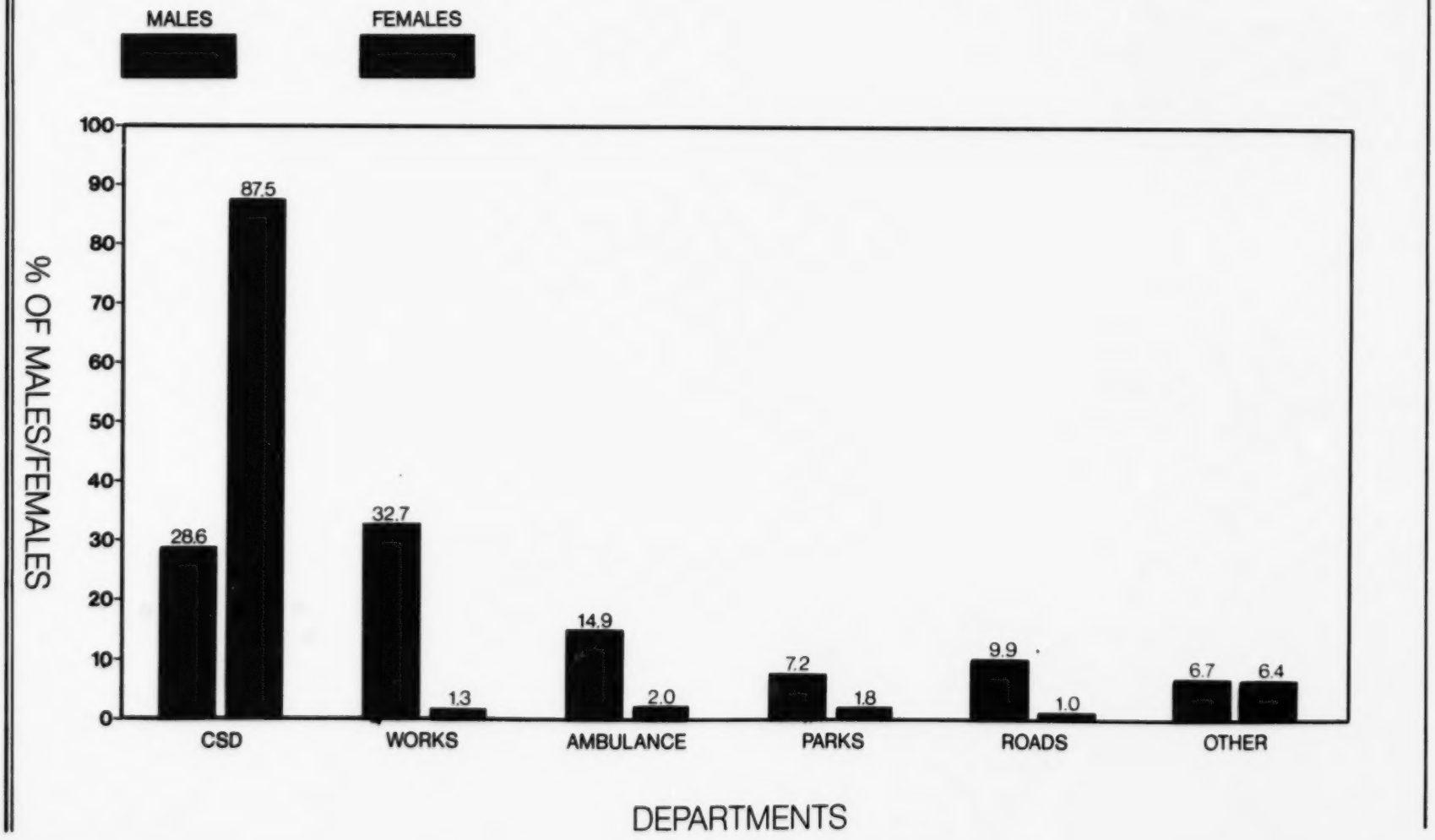
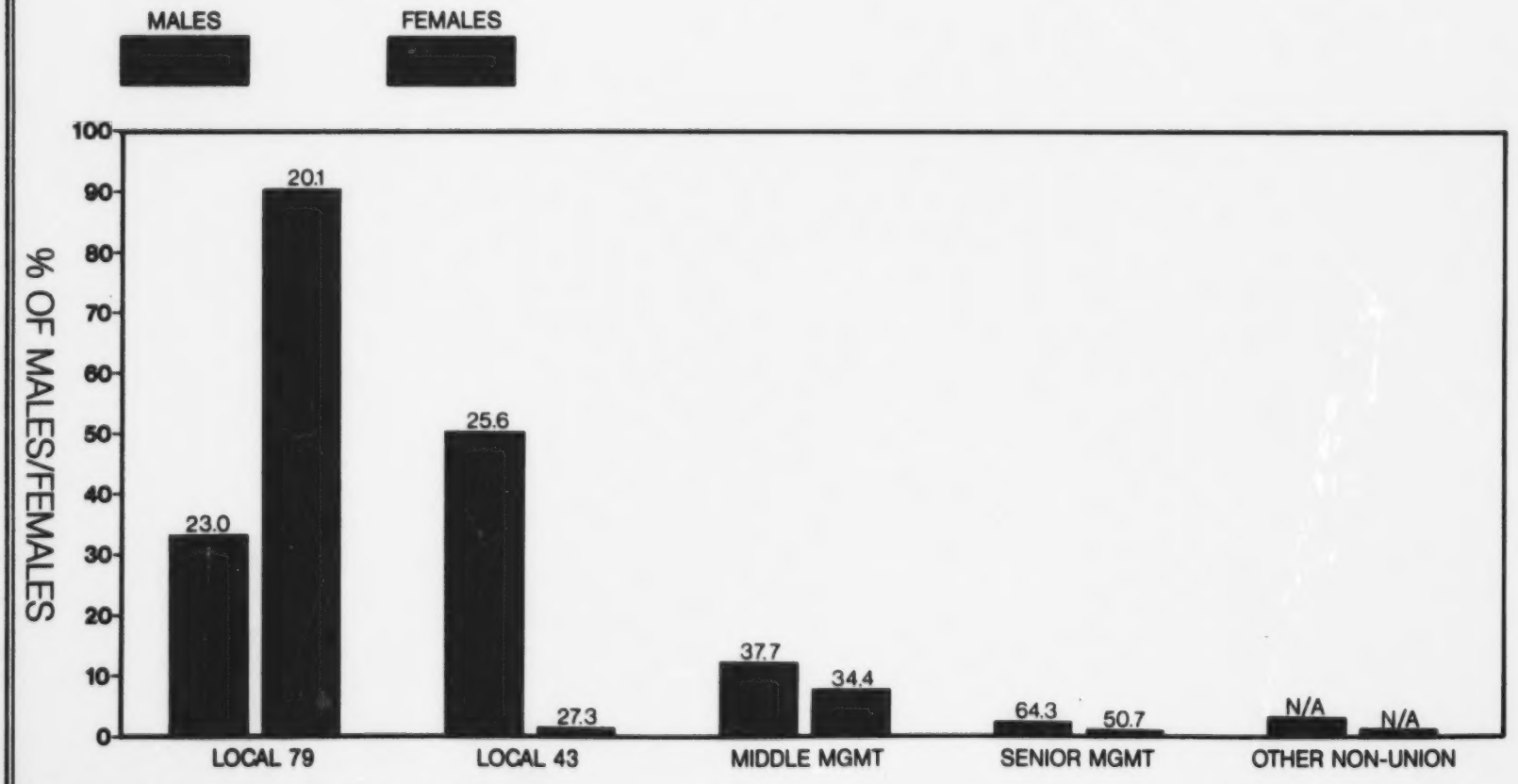
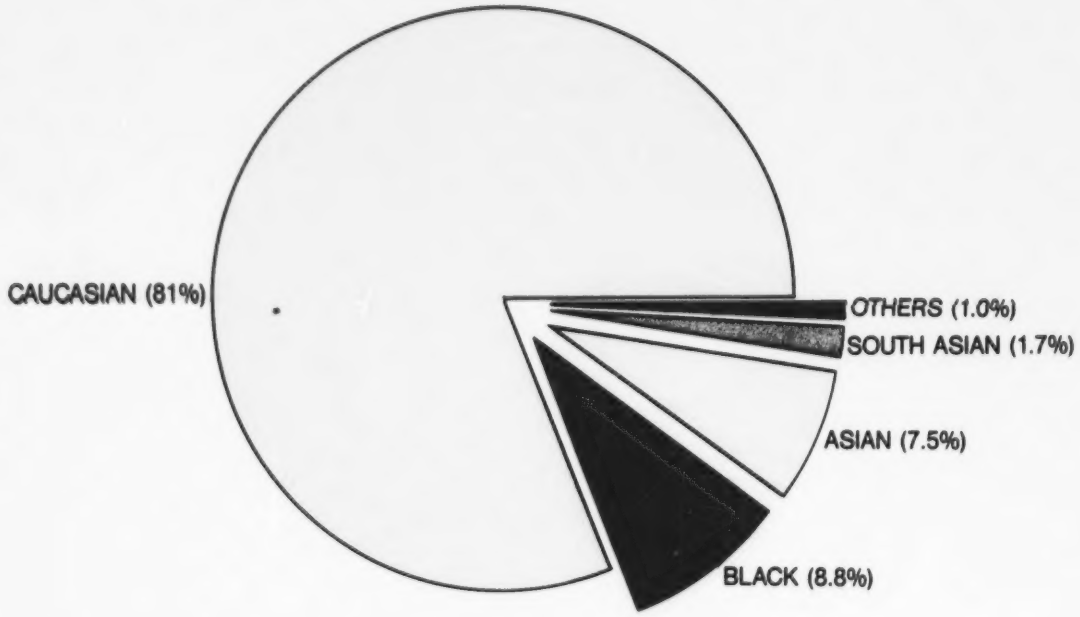


FIGURE 12: DISTRIBUTION OF MALES AND FEMALES BY SALARY GROUP (1984)



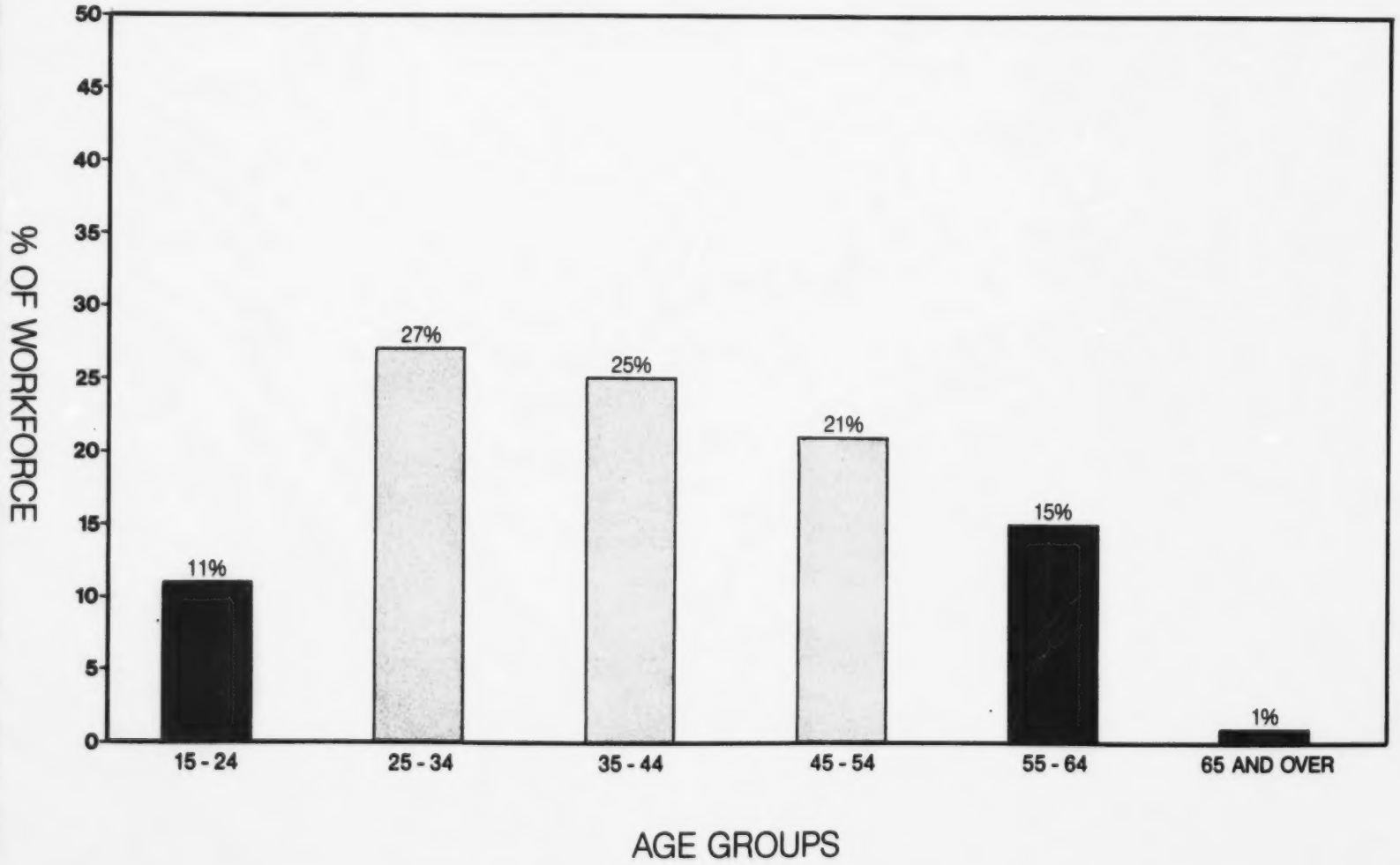
AVG SALARIES FOR MALES AND FEMALES IN EACH SALARY GROUP ARE DISPLAYED AT THE TOP OF EACH BAR IN THOUSANDS OF DOLLARS.

FIGURE 13: REPRESENTATION OF VISIBLE MINORITY EMPLOYEES IN THE CORPORATE WORKFORCE (1984)



TOTAL VISIBLE MINORITY EMPLOYEES = 1,756 OR 19% OF CORPORATE WORKFORCE.

FIGURE 14: AGE DISTRIBUTION OF THE CORPORATE WORKFORCE (1984)



EMPLOYMENT SYSTEMS AUDIT AND ANALYSIS

Identifying policies, procedures, and practices which may result in constructive discrimination is difficult but necessary. An examination of the internal movement of target groups within an organization permits both an overview of human resource systems and identification of potential systemic discrimination as well as highlighting areas of opportunity. The following is a preliminary audit and analysis of four areas of investigation for which data is available.

RECRUITMENT AND SELECTION

Principal recruitment activities undertaken by the Corporation include the following:

- "walk in" to the employment office;
- re-hires from recall and seniority lists; and
- advertising in one of the three principal local newspapers.

In 1984, 9,379 new applications and 2,852 re-applications were taken by the employment office. Approximately 2,400 applications are currently active. In 1984, 1,500 unsolicited resumes were sent to the Personnel Department. As of May 1, 1985, 700 resumes had been forwarded.

Metropolitan Toronto has, therefore, a large potential applicant pool as well as a wide recruitment area in the surrounding Metropolitan region. While it is permissable to maintain workforce data post-employment, it is not possible to secure pre-employment information on the basis of sex, age, race, disability, marital status, etc., without an exemption from the Ontario Human Rights Commission.

Transactions into the Metropolitan Workforce

- There were 2,824 transactions into the Metropolitan workforce in 1984. These transactions were primarily hires into temporary and casual positions. Eleven hundred and fifty (1,150) transactions were new hires and 1,674 were rehires. Only 74 hires from this applicant pool were into permanent positions. There were 2,699 termination transactions in 1984.

- None of these transactions have yet been analysed for the representation and distribution rate of women, minorities, disabled persons, and youth. Such analysis, now in process, is clearly desirable given that the temporary and casual labour pool provides primary access to permanent jobs.

Summary

Assumptions about recruitment practices are drawn from an examination of the workforce audit and the results reported.

Metro's recruitment practices may be characterized as passive. The result is the reinforcement of the patterns of occupational segregation identified in the workforce audit.

Outreach recruitment strategies and changes to placement practices are planned in order to attempt to re-align the referral of qualified persons to under-represented job classifications. Funds are available in the Personnel Budget to undertake outreach recruitment.

A number of initial steps, similar to the steps now being taken with respect to management positions in the Corporation, must be taken prior to initiating outreach recruitment.

- Review and rigorous audit of job qualification for all those classifications that are occupied only by males or only by females and for all entry level positions. Any specification which cannot clearly be demonstrated to

be "bona fide" must be removed. "Experience" qualifications in particular must be rigorously scrutinized in view of their significant potential to impact adversely on women, visible minorities, disabled persons and, in particular, youth.

— Provision of job descriptions for all entry-level positions to diminish the potential for bias that exists when job qualifications are informal and "word of mouth".

Outreach recruitment should not be implemented unless the skills and qualifications required for each job classification including entry-level are clearly established and job opportunities identified.

CORPORATE TRAINING

The Corporation offers permanent and temporary employees with privileges a range of internal courses, and reimbursement of half the tuition fees of courses taken elsewhere. Tuition reimbursement must be pre-authorized by the employee's Department Head, while eligibility for enrollment in Metropolitan courses is at the supervisor's discretion.

Statistics were compiled on all external courses re-imbursed by Metropolitan Toronto, and on seven of the courses offered by the Corporation in 1983 and 15 offered in 1984 . Internal courses which were held within one Department or Division or which offered personal counselling were not included in the data base.

Participation

- Employees took 565 external and 306 internal courses in 1983, a total of 871 courses. In 1984, these figures rose to 853 external and 741 internal, a total of 1,584.
- Women and visible minority employees are taking advantage of opportunities to further their education and skills.
- Female employees represent 46% of the Corporation's temporary and permanent workforce. Their overall 1984 participation rate in training was 47%.
- Females took far more Job Related Skills courses than males. (Table 6) However, job-related courses taken by females are as traditional as the jobs to which they pertain: for example, Shorthand, Minute Taking, Nursing Unit Administration and Health Care Aide courses each had enrollment of over 90% females.
- Although visible minorities comprise only 3% of senior Managers and 11% of Middle Managers, they demonstrated a strong interest in Management/Supervisory Theory courses. Fifty-five per cent (55%) of the courses taken by visible minorities in 1984 were in this category.
- Casual employees are not eligible for tuition reimbursement, a policy which may have substantial impact upon visible minorities and women, in that these target groups comprise 79% of the casual service. Despite this factor, participation rates in training by visible minority employees are roughly proportional to their representation in the total workforce.

TABLE 6

REPRESENTATION OF MALES AND FEMALES BY COURSE CATEGORY

Course Category	1983		1984	
	%F	%M	%F	%M
General Knowledge	22	78	42	58
Job Related Skills	62	38	83	17
Job Related Theory	55	45	63	37
Management/Supervisory Theory	45	55	41	59
Other	0	100	11	89

Summary

Research indicates that, "in general terms, women in the labour force are slightly better educated than their male counterparts."[14] Analysis of educational patterns confirms that female and visible minority employees are taking advantage of opportunities to further their education.

While these results appear positive, they may be somewhat misleading. The majority of females are taking courses that may lead to promotions in traditionally female segregated occupations.

This suggests that changes in the types of courses offered might be required in order to realign the traditional patterns of occupational segration identified in the audit.

PROMOTION

Job Posting Policies

Job posting policy and procedures are set out in the Personnel Administration Manual as follows.

"All permanent positions that the Metropolitan Corporation wishes to staff are advertised internally, except for:

- entry-level positions;
- lateral transfers;
- rehabilitation placements;
- reversions;
- technological or organizational changes;
- those currently on an eligibility list;
- Council appointments."[15]

Both temporary and permanent employees of the Corporation are eligible to bid on positions that are posted internally. If an appropriate candidate is not found from this internal applicant pool, the position is filled "externally".

Casual workers, with the exception of casual employees in Homes for the Aged, are presently not eligible to bid on these job postings.

Overview of Promotional Opportunities

- In 1984 there were 889 transactions that resulted in the upward movement of employees. Of these, 392 were promotions and 147 were due to reclassification. The remaining 350 transactions were upward status changes, including movements from casual to temporary and from temporary to permanent status.

- Of the 392 promotional opportunities in 1984, 299 were filled through the "job call" or job posting system. The data presented in this initial audit and analysis of promotions is confined solely to those promotions obtained as a result of the job posting system.

- A total of 399 positions were posted in 1984, of which 58 positions were carried forward to 1985 and 22 were cancelled for a variety of reasons. Of the 319 positions available through the job call system, 299 (94%) were filled internally and 6% were filled by external candidates. (Table 7)

TABLE 7

1984 PROMOTIONS BY SALARY GROUP

Salary Group	Total Positions Posted	Calls Cancelled or Carried Forward to 1985	Positions Available to be Filled	Positions Filled Internally by Promotion	Positions Filled Externally
Senior Management	5	1	4	3	1
Middle Management	119	22	97	85	12
Local 79	168	34	134	131	3
Local 43	99	23	76	72	4
Excluded Clerical	8	0	8	8	0
Total	**399**	**80**	**319**	**299**	**20**

- The success rate of female to male applicants in obtaining promotions was 40/60%. The success rate of females to males who were hired externally into the Corporation was 35/65%.

- Table 8 examines promotions by salary group and sex. Management positions obtained by promotion were largely filled by males (61%). Sixty-three per cent (63%) of the successful applicants for promotions in Local 79 were female, and 37% were male. All promotions in Local 43 were filled by males. There were no female applicants for the positions in Local 43.

TABLE 8

1984 PROMOTIONS BY SALARY GROUP AND SEX

Salary Group	# of Females	# of Males	Total	% of Females	% of Males
Senior Management	1	2	3	33	67
Middle Management	32	53	85	38	62
Local 79	82	49	131	63	37
Local 43	0	72	72	0	100
Excluded Clerical	6	2	8	75	25
Total	**121**	**178**	**299**	**40**	**60**

Analysis of Promotions

In order to interpret the promotional results, the types of positions, salary levels and the Departments in which promotions were obtained were identified. In addition, promotional movement within and across Departments and Divisions was examined.

- It is interesting to note that in two Departments, Ambulance Services and Community Services, a considerable number of positions were filled by both males and females.

- In general, promotions tended to follow traditional patterns, i.e., females won promotions within Departments and in positions traditionally dominated by females, and males won promotions within Departments and in positions traditionally dominated by males. Table 9 shows the positions filled internally by Department and sex.

- Only 17% of the employees who won promotions changed Departments.

TABLE 9
POSITIONS FILLED INTERNALLY BY DEPARTMENT AND SEX

	Total Positions Filled	Positions Filled by Males Only	Positions Filled by Females Only	Positions Filled by Both Males and Females
AMBULANCE	30	14	2	14
AUDIT	9	6	3	
CAO	2	0	2	
CHAIRMAN	1	0	1	
CLERK'S	2	0	2	
COMMUNITY SERVICES	123	41	37	45
LEGAL	2	0	2	
LICENSING	6	1	0	5
MANAGEMENT SERVICES	15	5	10	
PARKS & PROPERTY	15	14	1	
PERSONNEL	4	1	3	
PLANNING	5	1	2	2
ROADS & TRAFFIC	15	14	1	
TREASURY	2	0	2	
WORKS	68	64	4	
TOTAL	**299**	**161**	**72**	**66**

- Promotional results can only be analysed in terms of the pool of applicants for each position offered. Examination of the applicant pool reveals that, although a number of males and females are applying for positions which are traditionally segregated by sex, there are still a number of positions which receive only female applicants and a number which receive only male applicants. There were 13 Calls (4%) in which all the applicants were female. By contrast, there were 72 Calls (23%) in which all the applicants were male. Appendix C lists these positions.

- In positions which receive a mixed applicant pool, females are obtaining promotions at a higher rate than the rate at which they are applying.

Selection for Promotion

In order to meet employment equity standards, all candidates for any position, whatever their status, must be screened in all selection stages in exactly the same manner and on the basis of uniform criteria. Every stage of the selection process must satisfy the requirements of being job-related and must not produce any disparate impact.

- Fundamental to a proper screening and selection process is a current job description that meets both on-the-face and constructive tests of validity and has been properly audited. The Corporation is in the process of reviewing and revising all of its management position descriptions in order to ensure that qualifications and credentials can be defended on the basis of business necessity. Of particular concern are experience requirements that may have the potential to constructively discriminate against younger and/or older applicants, visible minorities and women.

- Of additional concern are all tests, written or oral, that may have on-the-face validity, but contain cultural and other biases that constructively discriminate against a group or groups of potential applicants. The Corporation is proposing to put in place a program of test or selection validation. Funds have been allocated for this purpose.

Promotional Interviews

The majority of final selections and recommendations for promotion within the Corporation are made on the basis of personal interviews. In recognition that potential for bias exists in any personal interview, the Personnel Administration Manual states, "It is recommended that a minimum of two appropriate people within the Department interview an applicant. Only employees who have been trained in the interview process should conduct interviews."[16]

- It is not practical to conduct on-site, second or third party audits of all promotional selections. It is, however, feasible and desirable to audit, on a selected basis, promotional competitions. One of the long range goals of the Equal Employment Program is to make E.E.O. practice and implementation the responsibility of every line manager in the Corporation. Interview selection training for members of staff who make hiring decisions needs to be developed.

- A customized interview training program has been recommended by a Corporate task force as the most appropriate of several options proposed to eliminate the risk of bias and to meet the needs of the Corporation.

The average permanent salary of $25,223.00, based on an average length of tenure of 10 years, represents a financial commitment by the Corporation of approximately $250,000.00 for each permanent hiring decision.[17] It is, therefore, cost effective to invest heavily at the front end of the selection process.

Summary

Occupational segregation on the basis of sex is not defensible.

Further scrutiny of the movement of temporary employees into permanent positions is required in order to identify the full range of potential promotional opportunities offered by the Corporation.

In order to achieve a more diverse distribution, the pattern of promoting primarily from within Departments must be carefully examined. The credentials and qualifications ascribed to all positions must be reviewed, with a particular focus on those positions which attract solely male or solely female applicants.

Concurrent with the removal of potential barriers is the introduction of positive selection practices to expand the pool of qualified persons of both sexes for all positions. If the Corporation hopes to be successful in attracting and retaining persons of both sexes into all the positions it offers, it must provide a supportive working environment, particularly for those employees who are working in jobs in which they constitute a minority because of their sex and/or race. The Workplace Harassment Policy approved by Metropolitan Council in April, 1984, is an example of policies which are fundamental to insuring a supportive working environment.[18]

COMPENSATION

The overall wage gap in Canada between the average annual earnings of women and the average annual earnings of men is approximately 66%. In the Ontario Public Service, women currently earn 77% of what men earn.[19] This information is for comparative purposes only. It does not identify or explain the various reasons for the gap.

- In the Metropolitan Corporation, females now earn 79% of what males earn. This differential is based on an average annual salary for males of $27,122 and an average annual salary for females of $21,352.

- When salary differentials for permanent employees are factored by age, length of service or time in a position, the following results are obtained:

TABLE 10

AVERAGE AGE, LENGTH OF SERVICE, TIME IN POSITION AND SALARY OF MALES AND FEMALES IN THE PERMANENT SERVICE

	Average Age	Average Length of Service	Average Time in Position	Average Annual Salary	No. in Category
Females	40.5	8.5	6.2	$22,474	2,713
Males	44.0	12.2	7.7	$27,972	4,033

- As the average length of service for both males and females is above the tenure required to advance to the top of all salary grades, these factors do not adequately explain the wage differential.

- A further analysis was made of the salary averages for those positions that are female segregated and for those positions that are male segregated. Also examined were the salary averages for positions occupied by both males and females (Appendix B). These analyses show a distinct wage disparity between what may be characterized as "female jobs" and "male jobs." Jobs that are not occupationally segregated approximate the earnings average of "male jobs":

TABLE 11

AVERAGE SALARIES* FOR SEGREGATED AND INTEGRATED POSITIONS (1984)

Average salary	Female segregated positions	$22,899
Average salary	Male segregated positions	$27,468
Average salary	"Integrated" positions	$26,739

*1984 Rates

- Wage differentials were further analysed by Salary Groups. The average salary in Local 79 positions is $20,965. The average salary in Local 43 is $25,666. Local 79 females earn 87% ($20,085) of males' average salaries ($23,027) in Local 79.

- The overall pattern of wage differentials between males and females is also reflected in an analysis of management salaries. Female managers earn 90% of male managers' annual salary. When broken down by management levels, Middle Management females earn 91% of males' average salaries in this group. Managers in the Community Services Department currently earn an average of $35,980. Female managers in the Community Services Department earn an average of $34,308 while males earn an average of $39,144, a differential of 12%. (Female managers in Community Services earn 88% of male managers' average salary.) Managers in other Departments earn an average of $41,484. Female managers earn $37,475 on average, while male managers earn an average salary of $42,011, a differential of 10%.

- Earnings analysed on the basis of visible minority status yield the following results. Visible minorities earn 86% of the average salary of Caucasians. Blacks have the highest wage gap earning 84% ($20,571) of the Corporate average salary and 82% of the average salary of Caucasians. When sex is taken as a variable, Black females have the largest wage gap earning $19,722 or 81% of the Corporate average salary. There is a further disparity of 10% between the Corporate average salary of Black females and the average salary of Caucasian females.

It may be inferred from these analyses that there is a relationship between occupational segregation and wage disparity. Occupational segregation and the wage differentials that may be ascribed to this segregation lead to important considerations of "equal pay for work of equal value".

Part of the rationale behind the concept of "equal pay for work of equal value" is that job categories predominantly occupied by women tend to be undervalued, and underpaid, in relation to job categories predominantly occupied by men. It has been estimated in general terms that "equal pay for equal value" might result in a 5 to 10% reduction in the wage gap between the earnings of men and the earnings of women.[20] The information available indicates that further study is necessary to determine the reasons underlying this difference.

Summary

On average, females within the Metropolitan workforce earn less than males. It is acknowledged that none of this information proves that systemic discrimination does exist. However, there is a pattern of wage disparity that may not in all instances be attributable to such factors as length of service, employment status or occupational segregation. Even where females predominate (in both management and union positions), for example, in the Community Services Department, they earn on average, less than males. Further detailed analysis is necessary to determine whether or not some aspects of the wage gap should be addressed through alterations in employment practices.

The Compensation System

Prohibitions with respect to constructive discrimination provided for in Section 10 of the *Ontario Human Rights Code* necessitate scrutiny of employer compensation policy and practices. While not subject to Federal "equal pay for equal value" laws, Ontario employers may expect that amendments will be introduced to the *Employment Standards Act* that will require many employers to change present methods of determining compensation.

Employers will have to adopt compensation systems that can withstand scrutiny. The onus will be on the Municipality to be able to prove that the criteria used to assign values to jobs does not directly or indirectly discriminate.

In order to be able to withstand challenges under both equal pay and equal pay for equal value legislation, an employer must be able to demonstrate that compensation has been objectively assigned on the basis of at least four factors, i.e., skill, effort, responsibility and working conditions.

The system of compensation currently used by the Corporation is "whole job ranking to the market." While this system may have served the Municipality well in the past, it is in the process of being assessed for current effectiveness.

Of immediate concern are disparities as shown in the audit that may be the result of the absence of internal equity. It has been the practice of the Corporation to review management salary classifications only once every five years. The Corporation is left vulnerable if it does not address in a formal and systematic manner disparities and inequities that may arise in those years when a major review is not being done.

Metropolitan Toronto is now in the process of reviewing management job hierarchies, classifications and pay bands to insure that there is no adverse impact on any prohibited ground arising from compensation practices.

It will be essential to review and scrutinize carefully those occupationally segregated job classifications as shown by the audit so that no adverse comparisons may be made between job classifications.

One of the most important undertakings that has been recommended by the Commissioner of Personnel is the selection and installation of a management compensation plan that assigns objective values to effort, skill, responsibility, and working conditions and does not adversely impact on any prohibited grounds of discrimination.

It has been proposed that the Director of Equal Employment Opportunity be a member of the Corporate Compensation Steering Committee. One of the Committee's duties is to act as a technical resource group in establishing the terms of reference for the review including the specifications to be met by the consulting firms that will bid for the right to act as compensation consultants to the Metropolitan Corporation.

CONCLUSION AND RECOMMENDATIONS

Metropolitan Toronto must continue to address itself to a number of positive management initiatives that will enhance and advance the status of employment equity in its workforce.

Full employment equity will not be achieved without concerted follow-up action now.

In a recent equal employment climate survey, management of the Corporation indicated their support for equal employment opportunity principles and practices. Clearly, the Corporation shares the aspirations of its constituent workforce.

The following recommendations will put the Corporation in a position to plan in a systematic manner for organizational change that is now necessary.

It is therefore recommended that:

1. the E.E.O. Office continue to audit the Metropolitan workforce and employment systems and recommend to appropriate Department Heads and Council those changes to policy and procedures required to achieve employment equity;

2. an exemption be sought from the Ontario Human Rights Commission to permit pre-employment data on the grounds of sex, age, race, disability to be collected for the purpose of advancing employment equity;

3. the Personnel Department consult with the E.E.O. Office prior to making final recommendations in conjunction with any proposals for organizational changes and changes to staffing policies. A statement of the implications of the organizational change as it impacts E.E.O. considerations should be included in the report of the Commissioner of Personnel;

4. relative to the review and development of a formal job evaluation system for management which will shortly be recommended by the Personnel Department, the E.E.O. Office assist in evaluating the system selected to determine if it is capable of withstanding a challenge of constructive discrimination;

5. all occupationally segregated position classifications be reviewed by the E.E.O. Office for the existence of qualifications that have an adverse impact on any prohibited ground of discrimination as provided in the *Ontario Human Rights* Code and the appropriate advice be given to the Personnel Department;

6. the Operating Departments, with the assistance of the Personnel Department and the E.E.O. Office, identify those positions that would most appropriately lend themselves to outreach recruitment;

7. the E.E.O. Office monitor promotional competitions on a selected basis and advise the Personnel Department of any problems which require attention; and

8. an interview selection training program be developed for all staff who make hiring decisions.

GLOSSARY OF TERMS

EQUAL EMPLOYMENT OPPORTUNITY GLOSSARY OF TERMS

ADVERSE IMPACT
The statistically measurable result of an employment practice or process which disproportionately affects target groups.

AFFIRMATIVE ACTION
Positive measure or measures to remedy past discrimination.

APPLICANT POOL
Includes all persons internal and external to an organization who are available and eligible for recruitment into a position or positions being offered.

AUDIT TRAIL
The monitoring and tracking of personnel transactions within an organization.

BONA FIDE OCCUPATIONAL REQUIREMENT
A job qualification that can be demonstrated to be directly related to the requirements of a particular job.

BUSINESS NECESSITY
This refers to practices which are essential to the safe and efficient operation of a business. Where a business practice has an adverse impact, it may be justified on the grounds of business necessity only if no other alternative can be found.

CASUAL EMPLOYEES
Those persons employed by the Corporation on a part-time basis, not entitled to benefit coverage and not eligible for consideration for internally posted job vacancies. May be employed under one of the following conditions: employed for 35/40 hours per week for certain specified types of seasonal work, excluded from the bargaining unit and subject to conditions of the *Employment Standards Act* regarding overtime hours; employed for 24 hours or less per week and covered by a collective agreement; or employed for 24 hours or less per week and excluded from the bargaining unit. Casual employees working in the Homes for the Aged are in the process of negotiating a Union contract which will provide pro-rated benefits coverage and eligibility to apply for internally posted vacancies.

"CATCH-UP STRATEGIES"
Practices or policies aimed at improving the representation and distribution rates of target groups within an organization so that they approximate representation rates in the external labour force.

CONTRACT COMPLIANCE
A requirement which, when adopted by a government, requires contractors to meet certain standards of employment equity in order to obtain government contracts.

CONSTRUCTIVE DISCRIMINATION
A business practice, policy, or procedure which may appear to be neutral but results in a disparate or adverse impact on a group or groups protected by legislation. The *Ontario Human Rights Code* expressly prohibits constructive discrimination. (Appendix A)

CREDENTIALISM
The use of job requirements such as diplomas, university degrees, training certificates, and other formal and informal criteria (including experience), that cannot be shown to be bona fide occupational qualifications.

"DIRECT" AND "INDIRECT" DISCRIMINATION
Discrimination against persons protected under legislation may be either intentional ("direct") or unintentional ("indirect"). "Indirect" discrimination is known as "systemic" or "constructive" discrimination.

DISPARATE IMPACT
See ADVERSE IMPACT.

DISTRIBUTION
The percentage of a particular employee group, e.g., women, visible minorities, that is located in a particular segment of the workforce, e.g., a department, employment status, or salary group.

EMPLOYMENT EQUITY
Equality of treatment and equality of results.

EQUAL ACCESS TO OPPORTUNITY FOR EMPLOYMENT
The absence of any direct or indirect barriers which might limit or restrict entry into a workforce.

EQUAL DISTRIBUTION
The absence of occupational segregation and/or disproportionate representation of target groups by occupation or level within an organization.

EQUAL EMPLOYMENT OPPORTUNITY (E.E.O.)
A management process that insures that organizational systems, policies, procedures, and practices do not directly or indirectly discriminate on any grounds prohibited by law.

EQUAL OPPORTUNITY EMPLOYER
An employer who has adopted a policy of employment equity and has undertaken, or is in the process of undertaking, a workforce audit and review of internal employment systems with the intent to identify and remedy any policies, procedures, or practices which may result in direct or systemic discrimination.

EQUAL PARTICIPATION
The participation of target groups within an organization in which the female/male ratio at all levels and all segments of the workforce is equal.

EQUAL PAY FOR EQUAL WORK
In which employees receive the same rate of pay (unless differences are attributed to a seniority system, a merit system, a system that measures earnings by production or a differential based on a factor other than sex) for work that is substantially the same, involving the same skill, effort, responsibility, and similar working conditions. Under *Ontario's Employment Standards Act*, a difference in any of the above four factors allows the employer to offer disparate rates of pay.

EQUAL PAY FOR WORK OF EQUAL VALUE
Equal compensation for jobs that are disimilar when, on the basis of numerical values for skill, effort, responsibility and working conditions, they can be shown to be equal.

EXCLUDED GROUP
Refers to employees who are not covered by a collective agreement.

INTEGRATED POSITIONS
Refers to those positions where the ratio of males and females is greater than 20% but less than 80%.

INTERNAL EQUITY
When the comparative worth of all positions in an organization has been systematically examined and all positions of comparable value have been placed in salary grade alignment with each other, one achieves what can be said to be internal equity from a compensation standpoint.

INTERNAL MOVEMENTS
Refers to the internal progress of an employee or group of employees within an organization over a stated period of time.

JOB RELATEDNESS
Similar to BONA FIDE OCCUPATIONAL REQUIREMENTS, job relatedness is a concept which refers to the appropriateness of stated qualifications which are used in any employment-related consideration.

LABOUR FORCE
Defined as the portion of the population between the ages of 15 and 65 who are employed or actively seeking work.

METROPOLITAN WORKFORCE
All persons employed by the Municipality of Metropolitan Toronto, including those in permanent, temporary and casual positions within a stated year and, for purposes of this report, on staff at year-end. The Licensing Commission is included in Metropolitan Workforce Statistics. Other Metropolitan Boards and Commissions are not included in these statistics.

MIDDLE MANAGEMENT
Those employees within the Corporation's management salary group whose salary classifications range from MM1 – MM18.

NEUTRAL EMPLOYMENT SYSTEMS
Employment systems which do not result in systemic discrimination on grounds prohibited by law.

PERMANENT EMPLOYEES
Those employees employed by the Corporation on a full-time basis in a permanent, establishment-approved position, subsequent to successful completion of a requisite probationary period. A permanent employee participates in all benefits within specific eligibility requirements and may apply for vacancies through the internal staffing process.

PREGNANCY DISCRIMINATION
Any policy, procedure, or practice which impacts negatively on a pregnant woman and her employment status.

QUOTA
"Quota" refers to the mandatory hiring and promotion of specified numbers of persons who have been found to be unlawfully discriminated against.

REPRESENTATION
The percentage of a given segment of the workforce that is comprised of target groups and non-target groups.

SALARY GROUP/GRADE
Refers to the grouping of Metropolitan employees by union affiliation or excluded status. Salary groups are: Senior Management, Middle Management, Local 79, Local 43, and Excluded Clerical Staff. In addition, there are some employees who are grouped together as non-union casuals. These employees fill casual positions not included in any bargaining unit and include those in the trades.

SENIOR MANAGEMENT
Those employees within the Corporation's management salary group whose salary classifications range from SM1 – SM15.

STATISTICAL MONITORING
Measures internal movements of employees within organizations and the rate of changes occurring.

SYSTEMIC BARRIER
A corporate policy, procedure, or practice which has an adverse or disparate impact.

SYSTEMIC DISCRIMINATION
See CONSTRUCTIVE DISCRIMINATION.

TARGET GROUPS
Those groups of persons protected by legislation prohibiting discrimination on the basis of sex, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, age, record of provincial offences, marital status, family status, or handicap.

TEMPORARY EMPLOYEES
Those persons employed by the Corporation for a fixed period of time in a position not likely to become part of the Corporation's continuing organization. May apply for internally posted vacancies as they occur. May be eligible for benefits if continuously employed for one year or if they have accumulated two years of aggregate service within a four-year period.

TRANSACTIONS
Refers to specific employment movements over time, eg., hires, promotions, terminations.

VALIDITY
Refers to the degree to which any given employment practice (eg., tests, evaluation procedures and job evalutions) can be empirically demonstrated to be predictive of job performance.

WAGE DISPARITY
The wage difference between target groups and the majority or normative group.

"WHOLE JOB RANKING TO THE MARKET"
The determination of compensation to a job level or category on the basis of what the external market would bear or offer to the same and/or similar type position.

"WORD OF MOUTH" RECRUITMENT
An informal and/or passive recruitment practice in which the employer relies solely on word-of-mouth recruitment among employees as a means of securing applicants for employment, as opposed to formal recruitment practices such as job postings, advertisements and competitions.

WORKFORCE ANALYSIS
One of the tools used for assessing employment equity. Involves the analysis of the current situation of all employees based on a number of variables, including occupations, levels, department, salary, age, sex, and minority status.

APPENDICES

APPENDIX A

CONSTITUTION ACT, 1982
CANADIAN CHARTER OF RIGHTS AND FREEDOMS
SECTION 15: EQUALITY RIGHTS

"15. (1) Every individual is equal before and under the law and has the right to the equal protection and equal benefit of the law without discrimination and, in particular, without discrimination based on race, national or ethnic origin, colour, religion, sex, age or mental or physical disability.

(2) Subsection (1) does not preclude any law, program or activity that has as its object the amelioration of conditions of disadvantaged individuals or groups including those that are disadvantaged because of race, national or ethnic origin, colour, religion, sex, age or mental or physical disability."

HUMAN RIGHTS CODE (ONTARIO), 1981
CHAPTER 53, SECTION 10

"10. A right of a person under Part I is infringed where a requirement, qualification or consideration is imposed that is not discrimination on a prohibited ground but that would result in the exclusion, qualification or preference of a group of persons who are identified by a prohibited ground of discrimination and of whom the person is a member, except where,

(a) the requirement, qualification or consideration is a reasonable and bona fide one in the circumstances; or

(b) it is declared in this Act that to discriminate because of such ground is not an infringement of a right."

APPENDIX B

SEGREGATED AND INTEGRATED POSITONS IN THE METROPOLITAN TORONTO CORPORATION*

Female Segregated Positions

Position Title	Salary Grade (Personnel)	Lowest Annual Salary in Range (1984 Rates)
Pharmacist	7916	27,525
Family Court Clerk	7920	26,455
Registered Nurse	7935	24,179
Food Supervisor	7944	22,091
Teaching Homemaker	7946	21,820
Day Care Supervisor	7948	21,412
Craft Supervisor	7955	20,590
Supervisor, Recreation/Volunteers	7955	20,590
Welfare Trainee	7960	19,220
Day Care Assistant Grade 1	7961	18,855
Day Care Housekeeper	7963	18,374
Clerk Grade 3	7964	17,685
Clerk Grade 3	7964	17,685
Control Clerk	7964	17,685
Key Punch Operator Grade 1	7964	17,685
Nursing Clerk	7964	17,685
Data Operator	7964	17,685
Adjuvant	7965	18,249
Nursing Attendant	7967	17,414
Telephone Operator/General Clerk	7968	16,735
Housekeeping Attendant	7970	16,349
Key Punch Operator Grade 2	7971	16,370
Day Care Assistant Grade 2	7971	16,370
Dietary Aide Grade 2	7973	16,704
Cleaner, Light Duties	7973	16,704
Registered Nursing Assistant	7979	19,544
Clinical Assistant	7979	19,544
Secretary Grade 1	EC1	24,518
Clerk Grade 1	EC1	24,518
Secretary Grade 2	EC2	23,221
Personnel Clerk	EC3	21,394
Clerk Grade 3	EC4	17,685
Area Manager, Children's Services	M2	39,920
Director of Nursing	M4	33,544
Secretary, Committees	M5	30,712
Administative Supervisor	M5	30,712
Community Development Officer	M5	30,712
District Program Supervisor	M5	30,712
Nursing Supervisor	M5	30,712
Assistant Nursing Director	M5	30,712

* Females comprise over 80% of the incumbents in positions classified as "female segregated". Males comprise over 80% of the incumbents in positions classifed as "male segregated". The ratio of male and female incumbents is greater than 20% but less than 80% in positions classified as "integrated".

Senior Day Care Supervisor Grade 1	M6	27,862
Supervisor, Social Support	M6	27,862
Supervisor, Staff Development	M6	27,862
Placement Officer	M7	25,633
Supervisor, Activation	M7	25,633
Dietary Supervisor	M7	25,633
Head Nurse	M7	25,633
Sr. Day Care Supervisor Grade 2	M8	23,587
Food Services Supervisor	M9	22,125
TOTAL POSITIONS	**49**	
AVERAGE ANNUAL SALARY	**$22,900**	

Male Segregated Positions

Position Title	Salary Grade (Personnel)	Lowest Annual Salary in Range (1984 Rates)
Electronic Technician	4303	30,652
Carpenter	4305	28,981
Landfill Site Controller	4306	28,021
Heat Treatment Operator	4307	27,624
Filtration Plant Operator	4307	27,624
Sludge Incinerator Operator	4307	27,624
Marine Engineer	4308	27,207
Ambulance Driver/Attendant	4310	26,768
Crew Scheduler	4310	26,768
Filtration Plant Assistant Grade 1	4311	26,559
Station Operator Grade 1	4311	26,599
Painter	4312	26,100
Chlorine Maintenance Man	4313	25,808
Station Operator Grade 2	4314	25,724
Electrical Maintenance Man Grade 2	4316	25,244
Filtration Plant Assistant Grade 2	4316	25,244
Plant Operator Grade 2	4316	25,244
Maintenance Man Grade 2	4316	25,244
Chemical Operator	4316	25,244
Refuse Crane Operator	4316	25,244
Heavy Equipment Operator	4317	25,181
Station Operator Grade 3	4318	24,910
Handyman Grade 2	4319	24,513
Asphalt & Concrete Finisher	4320	24,179
Handyman Grade 3	4321	24,075
Station Operator Grade 4	4321	24,075
Stockkeeper	4321	24,075
Plant Operator Grade 4	4321	24,075
Marine Oiler	4322	23,991
Arborist Grade 2	4323	24,283
Farm Attendant	4324	23,657
Yardman	4325	23,365
Caretaker	4325	23,365
Station Operator Grade 5	4325	23,365
Plant Operator Grade 5	4325	23,365

Storeman/Driver	4325	23,365
Refuse Plant Operator Grade 5	4325	23,365
Deckhand	4326	23,114
Watchman Grade 1	4326	23,114
Landfill Operator	4327	22,801
Watchman Grade 2	4328	22,592
Labourer	4329	21,820
Assistant Caretaker	4329	21,820
Gardener	4330	24,367
Arborist Grade 1	4331	25,662
Bridgeman	4332	25,829
Handyman Grade 1	4332	25,829
Maintenance Man Grade 1	4333	27,123
Welder	4334	28,459
Blacksmith/Welder	4335	29,545
Instrument Technician	4336	30,506
Caretaker Grade 1	4337	25,703
Caretaker Grade 2	4338	24,430
Plumber/Steam Fitter	4339	29,817
Heavy Equipment Mechanic	4339	29,817
Automotive Mechanic Grade 1	4339	29,817
Electrical Maintenance Man Grade 1	4339	29,817
Machinist	4339	29,817
Truck Driver	4340	29,817
Valuator/Negotiator Grade 1	7902	32,448
Senior Ambulance Dispatcher	7905	31,216
Roads Foreman Grade 1	7906	30,819
Works Foreman Grade 1	7906	30,819
Parks Foreman Grade 1	7906	30,819
Valuator/Negotiator Grade 2	7909	29,506
Vehicle Maintenance Inspector	7910	29,378
Computer Programmer	7911	28,830
Planner	7912	28,830
Storekeeper Grade 1	7913	28,021
Roads Foreman Grade 2	7914	28,021
Works Foreman Grade 2	7914	28,021
Parks Foreman Grade 2	7914	28,021
Roads Inspector	7918	26,998
Works Inspector	7918	26,998
Mate	7921	26,371
Assistant Valuator/Negotiator	7922	26,126
District Enforcement Officer	7923	25,943
Licensing Enforcement Officer	7923	25,943
Engineer's Assistant Grade 1A	7924	26,820
Maintenance Inspector	7926	25,474
Planning Assistant Grade 1A	7928	25,030
Roads Dispatcher	7929	24,931
Application Technologist	7931	24,518
Clerk Grade 1	7932	24,518
Graphic Designer Grade 1	7932	24,518
Systems Analyst	7932	24,518
Patrolman	7934	24,200
Chef	7936	24,012
Storekeeper Grade 2	7936	24,012
Weighmaster	7937	23,615

Chemist's Assistant Grade 1	7942	22,472
Audit Clerk Grade 4	7942	22,472
Signals Assistant	7945	21,887
Graphic Designer Grade 2	7945	21,887
Quality Control Investigator	7945	21,887
Traffic Counter Technician	7951	21,211
Assistant Housekeeper	7952	21,026
Cleaner, Heavy Duties	7953	20,984
Ticket Collector	7953	20,984
Activities Organizor	7955	20,590
Cook Grade 1	7956	20,170
Engineer's Assistant Grade 2	7962	19,056
Traffic Fieldman	7964	17,685
Porter	7972	16,975
Licensing Enforcement Officer - Trades	7977	29,141
Senior Licensing Enforcement Officer	7978	27,569
Engineer's Assistant Grade 1	7980	22,655
Engineer's Assistant Grade 3	7981	14,653
Senior Graphic Designer	7984	27,350
Traffic Field Investigator	7986	19,220
Home Administrator	M1	42,642
Project Manager	M2	39,920
Sr. Administrative Officer	M2	39,920
Quality Control Officer	M2	39,920
Senior Engineer	M2	39,920
District Manager	M3	36,686
Administrative Support Analyst	M3	36,686
Senior Ontario Land Surveyor	M3	36,686
Area Supervisor	M3	36,686
Systems Programmer	M4	33,544
Supervisor, Labour Relations	M4	33,544
Assistant Quality Control Officer	M4	33,544
Audit Supervisor	M4	33,544
Area Property Supervisor	M4	33,544
Senior Applications Technologist	M5	30,712
Cartographic Supervisor	M5	30,712
Chief Chemist	M5	30,712
Ontario Land Surveyor	M5	30,712
Field Supervisor	M5	30,712
Project Superviosr	M5	30,712
Engineer	M5	30,712
Accounting Supervisor	M5	30,712
Engineer	M5	30,712
Assistant Home Administrator	M5	30,712
Field Maintenance Supervisor	M5	30,712
Roads Superintendent Grade 1	M5	30,712
Chief Works Supervisor	M5	30,712
Parks Superintendent	M5	30,712
Sr. Shift Control Officer	M5	30,712
Project Supervisor	M6	27,862
Drafting Supervisor	M6	27,862
Marine Captain Grade 1	M6	27,862
Process Control Officer	M6	27,862
District Supervisor	M6	27,862
Works Supervisor Grade 1	M6	27,862

Filtration Control Officer	M6	27,862
Shift Control Officer	M6	27,862
Communications Supervisor	M6	27,862
Pumping Control Officer	M6	27,862
District Technical Supervisor	M7	25,633
Supervisor, Traffic Signals	M7	25,633
Office Supervisor	M7	25,633
Mapping Supervioar	M7	25,633
Supervisor Accounts Payable	M7	25,633
Chief Operator	M7	25,633
Works Supervisor Grade 2	M7	25,633
Field Supervisor	M8	23,587
Asst. Budget & Operations Analyst	M8	23,587
Maintenance Supervisor	M8	23,587
Chauffeur	M10	19,713
Senior Solicitor	SM8	53,476
Plant Manager	SM13	43,391
Asst. Dir., Budget & Operations Analysis	SM13	43,391
TOTAL POSITIONS	**165**	
AVERAGE ANNUAL SALARY	**$27,469**	

Integrated Positions

Position Title	Salary Grade (Personnel)	Lowest Annual Salary in Range (1984 Rates)
Auditor Grade 2	7901	34,183
Senior Programmer	7904	31,534
Ambulance Dispatcher	7907	30,568
Family Counsellor	7909	29,506
Chemist	7916	27,515
Legal Clerk Grade 1	7920	26,455
Work Activity Project Supervisor	7922	26,126
Counsellor	7922	26,126
Audit Clerk Grade 3	7930	24,902
Clerk Grade 1	7932	24,518
Assistant Hostel Supervisor	7938	23,615
Planning Technician	7939	22,984
Welfare Visitor Grade 1	7943	22,399
Clerk Grade 2	7950	21,394
Clerk Grade 2	7950	21,394
Audit Clerk Grade 5	7950	21,394
Rent Assessor	7950	21,394
Chemist's Assistant Grade 2	7954	20,736
Audit Clerk Grade 6	7964	17,685
Pharmacist's Assistant	7964	17,685
Clerk Grade 5	7975	14,232
Clerk Grade 5	7975	14,232
Clerk Grade 2	EC3	21,394
Clerk Grade 5	EC6	14,232
Project Manager	M2	39,920
Senior Budget & Operations Analyst	M2	39,920
Senior Management Consultant	M2	39,920

Policy Development Officer	M3	36,686
Assistant Audit Manager	M3	36,686
Area Administrator	M3	36,686
Senior Analyst	M4	33,544
Computer Systems Analyst	M5	30,712
Budget & Operations Analyst	M5	30,712
Compensation Analyst	M5	30,712
Assistant Area Administrator	M5	30,712
Senior Placement Officer	M5	30,712
Office Supervisor	M6	27,862
Supervisor, Building Services	M6	27,862
Assistant Manager, Central Payroll	M6	27,862
Operations Supervisor	M7	25,633
Chief Clerk	M7	25,633
Intake Supervisor	M7	25,633
Supervisor, Social Assistance	M7	25,633
Assistant Placement Officer	M8	23,578
Housekeeper	M8	23,578
Hostel Shift Supervisor	M8	23,578
TOTAL POSITIONS	**46**	
AVERAGE ANNUAL SALARY	**$26,739**	

APPENDIX C

SEGREGATED AND INTEGRATED APPLICANT POOLS FOR POSITIONS POSTED INTERNALLY IN 1984*

Positions for Which Only Females Applied

Position Title	Department	Salary Grade (Personnel)
Keypunch Operator Grade 2	MSD	7971
Senior Placement Officer	Personnel	M5
Clerk Grade 2	CSD	7950
Supervisor, Staff Development	CSD	M4
Project Manager	MSD	M2
Clerk Grade 3 (Word Processor)	Works	7964
Clerk Grade 2 (Legal Stenographer)	Legal	EC3
Clerk Grade 3	CSD	7964
Word Processing Supervisor	MSD	M5
Supervisor, Activation	CSD	M7
Head Nurse	CSD	M7
Keypunch Operator Grade 1	MSD	7964
Chief Keypunch Operator	MSD	7947

Positions for Which Only Males Applied

Position Title	Department	Salary Grade (Personnel)
Chemist's Assistant Grade 1	Works	7942
Automotive Mechanic Grade 1	Roads & Traffic	4339
Plumber/Steamfitter	CSD	4339
Station Operator Grade 4	Works	4321
Audit Supervisor	Audit	M4
Chef	CSD	7936
Senior Engineer (Traffic Control)	Roads & Traffic	M2
Maintenance Man Grade 1	Works	4333
Supervisor, Administrative Services	CSD	M4
Painter	CSD	4312
Works Foreman Grade 1	Works	7906
Senior Engineer	Works	M2
Asphalt & Concrete Finisher	Roads & Traffic	4320
Chemist	Works	7916
Supervisor, Technical Support	Ambulance	M4
Handyman Grade 1	Parks & Property	4332
Automotive Mechanic Grade 1	CSD	4339
Supervisor, Operations Review	Ambulance	M5
Supervisor, Maintenance & Housekeeping	CSD	M4
Works Foreman Grade 1	Works	7906
Automotive Mechanic Foreman	Roads & Traffic	7903
Station Operator Grade 5	Works	4325
Instrument Technician	Works	4336
Electronic Technician	Works	4303

*The ratio of male and female applicants is greater than 20% but less than 80% in positions classified as "integrated".

Manager, Bulding Services	CSD	M3
Auditor Grade 2	Audit	7901
District Manager	Parks & Property	M3
Work Supervisor Grade 2	Works	M5
Manager, Applications Technology	MSD	M4
Assistant Parks Superintendent	Parks & Property	M6
Chief Works Supervisor	Works	M5
Cleaner Heavy Duties	Parks & Property/CSD	7953
Communications Engineer	Ambulance	M5
Caretaker	CSD	4325
Supv., Communications Plan/Research	Ambulance	M5
Automotive Mechanic Grade 1	Ambulance	4339
Chief Engineer Design	Works	SM13
Parks Superintendent	Parks & Property	M5
Handyman Grade 1	Roads & Traffic	4332
Filtration Plant Operator	Works	4307
Station Operator Grade 1	Works	4311
Handyman Grade 3	Parks & Property	7906
Parks Superintendent	Parks & Property	M5
Maintenance Manager	Works	SM13
Budget & Systems Analyst	Roads & Traffic	M4
Machinist	Works	4339
Marine Captain Grade 1	Parks & Property	M6
Chief Works Supervisor	Works	M5
Parks Foreman Grade 1	Parks & Property	7906
Parks Superintendent (Divisional)	Parks & Property	M5
Works Supervisor Grade 1	Works	M6
Bridgeman	Roads & Traffic	4332
Mate	Parks & Property	7921
Supervisor of Research	Planning	M3
Senior Engineer	Works	M2
Works Inspector	Works	7918
Senior Engineer	Works	M2
Station Operator Grade 2	Works	4311
Assistant Audit Manager	Audit	M3
Works Foreman Grade 1	Works	7906
Caretaker Grade 1	CSD	4337
Roads Foreman Grade 2 (Equip. Oper.)	Roads & Traffic	7914
Parks Foreman Grade 1	Parks & Property	7906
Painter	CSD	4312
Truck Driver	CSD/Works	4340
Planning Technician (Research)	Planning	7939
Accounting Manager	CSD	M3
Caretaker Grade 1	CSD	4337
Parks Foreman Grade 1 (Forestry)	Parks & Property	7906
Manager, Financial & Budget Admin.	MSD	M3
Works Supervisor Grade 1	Works	M6

Positions Which Received an Integrated Pool of Applicants

Position Title	Department	Salary Grade (Personnel)
Policy Development Officer	CSD	M3
Supervisor, Rent Control	CSD	M8
Budget & Operations Analyst	MSD	M5
Cook Grade 1	CSD	7956
Operations Research Analyst	Roads & Traffic	M5
Supervisor, Purchasing	CSD	M8
Housekeeper	CSD	M8
Manager, Mgmt. Practices/Reviews	MSD	SM13
Senior Ambulance Dispatcher	Ambulance	7905
Chief Engineer, Transportation Research	Roads & Traffic	SM13
Assistant Valuator/Negotiator	Parks & Property	7922
Home Administrator	CSD	M1
Licensing Enforcement Officer	Licensing	7923
Clerk Grade 3	Works	7932
Planner (Transportation)	Planning	7912
Supervisor, Building Services	CSD	M6
Computer Systems Analyst	MSD	M5
Audit Manager	Audit	M2
Accounting Unit Supervisor	CSD	M7
Planning Technician (Research)	Planning	7939
Clerk Grade 1	CSD	7932
Clerk Grade 1	Works	7932
Clerk Grade 1	Treasury	7932
Audit Clerk Grade 4	Audit	7942
Supervisor, Financial Reporting	CSD	M6
Staff Assistant	CSD	M9
Clerk Grade 1	Works	7932
Control Clerk	MSD	7964
Supervisor, Rent Assessment	CSD	M8
Clerk Grade 2	Works	7950
Clerk Grade 1	CSD	7932
Audit Clerk Grade 5	Audit	7950
Senior Analyst	MSD	M4
Housekeeper	CSD	M8
Audit Clerk Grade 6	Audit	7964
Clerk Grade 2	CSD	7950
Chief Clerk	MSD	M7
Clerk Grade 2	Legal	7950
Audit Clerk Grade 3	Audit	7930
Accounting Supervisor	Parks & Property	M7
Audit Clerk Grade 3	Audit	7930
Clerk Grade 2 (Asst. Training)	Personnel	EC3
Rent Assessor	CSD	7950
Supervisor, Geriatric Centre	CSD	M8
Supervisor, Social Assistance	CSD	M7
Supervisor, General Accounting	CSD	M8
Clerk Grade 2	Treasury	7950
Compensation Analyst	Personnel	M5
Supervisor, Recreation & Volunteers	CSD	7955
Adjuvant	CSD	7965

Clerk Grade 2	CSD	7950
Counsellor	CSD	7922
Clerk Grade 2	Planning	7950
Clerk Grade 3 (Tour Guide)	Works	7964
Clerk Grade 2	Works	7950
Teaching Homemaker	CSD	7946
Food Supervisor	CSD	7944
Clerk Grade 2	CSD	7950
Supervisor, Recreation & Volunteers	CSD	7955
Clerk Grade 1	CSD	7932
Clerk Grade 2	CSD	7950
Clerk Grade 2 (Legal Sten.)	Legal	7950
Clerk Grade 3	CSD	7964
Craft Supervisor	CSD	7955
Supervisor, Tenant Services	CSD	M7
District Program Supervisor	CSD	M5
Clerk Grade 3	*	7964
Adjuvant	CSD	7965
Clerk Grade 1	Chairman	EC1
Clerk Grade 2	Ambulance	7950

*Ambulance/CSD/Licensing/Parks & Property/Treasury/Works

FOOTNOTES

[1]Government of Canada, "Canadian Charter of Rights and Freedoms," *The Canadian Constitution 1982* (Short Title: *Constitution Act 1982*) (Ottawa: Publications Canada, December 1981), Section 15, p. 6.

[2]Ontario Human Rights Commission, *Human Rights Code 1981* (Toronto: Queen's Printer for Ontario, 1981), Statutes of Ontario, 1981, Chapter 53, Section 10, p. 4.

[3]Canadian Human Rights Reporter, "Re. Action Travail des Femmes v. Canadian National and Human Rights Commission" (Saskatoon: Canadian Human Rights Reporter, 1984), V, Decision 396, D/2327.

[4]Canadian Human Rights Reporter, "Hendry v. the Liquor Control Board of Ontario" (Saskatoon: Canadian Human Rights Reporter, 1980), I, p. 160.

[5]Royal Commission on Equality in Employment, *Equality in Employment: A Royal Commission Report* (Short Title: *The Abella Report*) (Ottawa: Ministry of Supply and Services Canada, October 1984), p. 17.

[6]Employment and Immigration Canada, *Labour Market Development in the 1980s* (Ottawa: Minister of Supply and Services Canada, 1981), p. 91.

[7]Abella, p. 81.

[8]"Ethnic Clout", (Toronto: Multifax Research, 1984), II, March 1984, No. 5, p. 1, reports that a survey of selected ethnic groups, including Chinese and West Indians, revealed 37% of those surveyed to be in the 18-24 age bracket, as compared to a Statistics Canada figure of 18% of the total City of Toronto population.

[9]Abella, p. 55.

[10]Ibid., p. 55.

[11]Current visible minority representation in the Metropolitan Toronto population is estimated at between 12% and 20%. Equal Opportunity Division, Management Services Department, City of Toronto, *Employment Utilization Study* (Toronto: City of Toronto, December 1981), p. 38.

[12]Equal Employment Opportunity Division, Personnel Department, The Municipality of Metropolitan Toronto, *Equal Employment Opportunity: An Action Project of the Municipality of Metropolitan Toronto* (Toronto: The Municipality of Metropolitan Toronto, October 1983).

[13]Statistics Canada, *The Labour Force*, (Ottawa: Information Canada, 1985), Catalogue 71-001. Figures are for March 1985.

[14]Ontario Women's Directorate, Office of the Deputy Premier, Province of Ontario, "Women in the Labour Force: Education" (Toronto: Province of Ontario, 1983), no. 5., p. 1.

[15]Personnel Department, The Municipality of Metropolitan Toronto, *Personnel Administration Manual* (Toronto: The Municipality of Metropolitan Toronto, 1984), Section 1, p. 11.

[16]Ibid., Section 1, p. 5.

[17]Supra. Table 10, at p. 31.

[18]Clause 1, Report No. 1 of the Management Sub-Committee, The Municipality of Metropolitan Toronto, "Policy Respecting All Forms of Workplace Harassment", adopted by Council on April 27, 1984. Appendix A, pp. 664-9.

[19]Carr, Glenna, "The Age of Equality: What Does it Mean for Business and Labour?" An Address to the Employee Relations and the Charter of Rights Conference by the Executive Director, Ontario Women's Directorate, Toronto, May 1985.

[20]Gunderson, Morley, *The Male Female Earnings Gap: A Current Assessment* (Toronto: Ontario Ministry of Labour, 1980), p. 7.

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